





"By 2030 Ulundi shall be the gateway to the core of the Zulu Cultural Heritage."







" The City of Heritage "

ULUNDI MUNICIPALITY



ULUNDI LOCAL MUNICIPALITY

INTEGRATED DEVELOPMENT PLAN
2006/2007 to 2010/2011

JUNE 2010

FINAL 2010/2011

The Ulundi Municipality's new 2006/7 to 2010/2011 Integrated Development Plan (IDP) Cycle is guided and prepared within the confines of the approved Process Plan as well as the Credible IDP Assessment Framework Guide.

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Apendeces

ABBREVIATIONS USED IN THIS DOCUMENT

AsgiSA	-	Accelerated and Shared Growth Initiative for South Africa
AOC	-	Aircraft Operating Company
BEE	-	Black Economic Empowerment
CBD	-	Central Business District
CSC	-	Community Service Centre
DBSA	-	Development Bank of South Africa
DFP	-	Development Framework Plan
DLTGA	-	Department of Local Government and Traditional Affairs
DM	-	District Municipality
DOH	-	Department of Housing
DOT	-	Department of Transport
EIA	-	Environmental Impact Assessment
EMP	-	Environmental Management Procedure
EPWP	-	Extended Public Works Programme
EXCO	-	Executive Committee
GE	-	Gender Equity
GGP	-	Gross Geographical Product
GIS	-	Geographical Information System
GRAP	-	Generally Recognised Accounting Practice
HIV/AIDS	-	Human Immunodeficiency Virus/Acquired Immunodeficiency Syndrome
IDP	-	Integrated Development Plan
ISRDP	-	Integrated Sustainable Rural Development Programme
ISRDS	-	Integrated Sustainable Rural Development Strategy
KZN	-	KwaZulu-Natal
LED	-	Local Economic Development
LUMF	-	Land Use Management Framework
LUMS	-	Land Use Management System
MEC	-	Member of the Executive Council (Local Government and Traditional Affairs)
MIG	-	Municipal Infrastructure Grant
MTCF	-	Medium-term Capital Framework
MTCT	-	Mother-To-Child HIV Transmission
NHBRC	-	National Home Builders Registration Council
NSDP	-	National Spatial Development Perspective
PGDS	-	Provincial Growth and Development Strategy
PMS	-	Performance Management System
PTO	-	Permission to Occupy
RDP	-	Reconstruction and Development Programme
RSC	-	Regional Service Centre
SEA	-	Strategic Environmental Assessment
SDF	-	Spatial Development Framework
SDP	-	Site Development Plan
SMME	-	Small, Medium and Micro Enterprise
TLC	-	Transitional Local Council
VTC	-	Voluntary Testing And Counselling
WSDP	-	Water Services Development Plan
ZDM	-	Zululand District Municipality

1. THE 2010/2011 ULUNDI IDP

1.1 Introduction

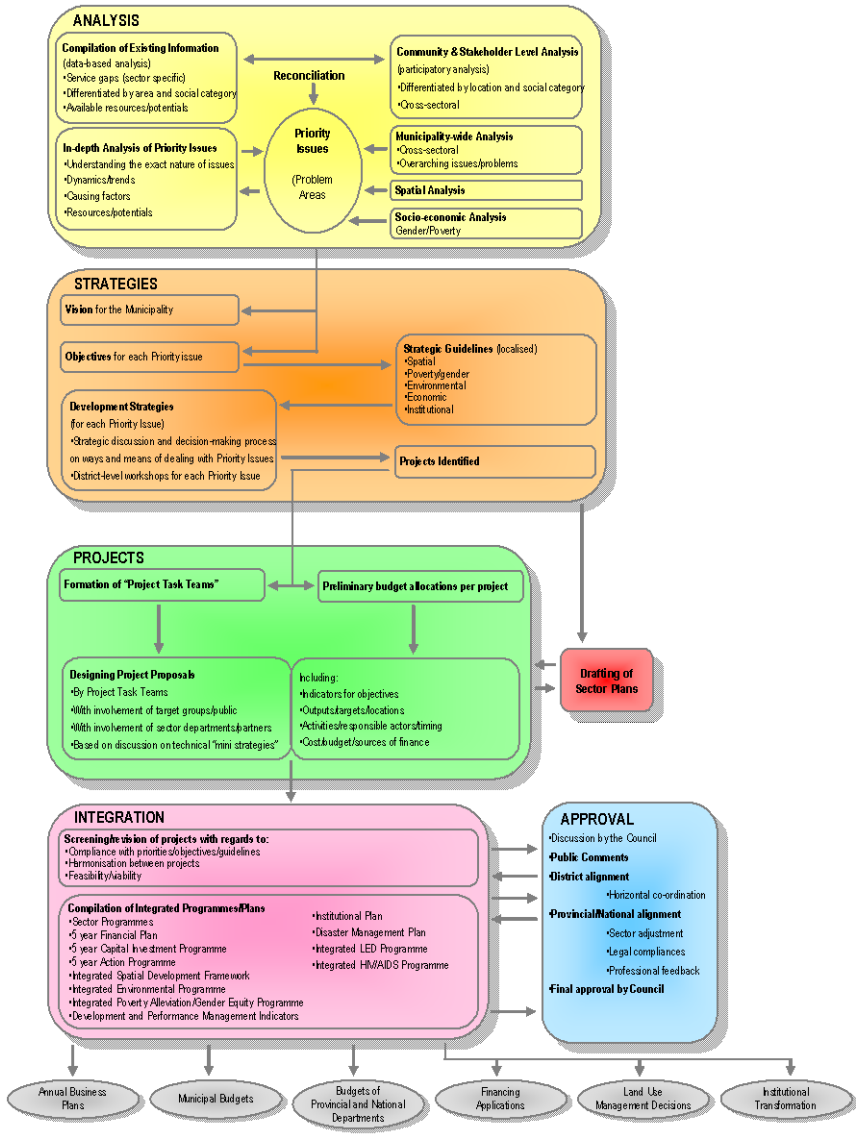
In 2002 the first comprehensive Integrated Development Plan was adopted for the Ulundi Local Municipality in terms of the Municipal Systems Act, Act 32 of 2000. This IDP is annually reviewed and all these reviews focus on the appraisal of the 2002 IDP and continuously addressing the MECs comment(s). In 2010/2011, the re-assessment and re-evaluation of facts in the Ulundi IDP take into consideration the following critical issues:

- Changed local, regional and national circumstances.
- New and updated available data.
- Impact of the past 5 years' IDP implementation programmes and projects.
- Comments received from the MEC on IDP Reviews.

Ulundi municipality IDP is done fully in house. The new IDP framework is considered and gradually phased in as far as possible.

1.2 The IDP Process

A Process Plan (**Annexure A**) was prepared and submitted to the Ulundi Council for approval. The 2010/2011 IDP is thus prepared in accordance with the context of this Process Plan and specifically according to the new guidelines provided by the Department of Local Government and Traditional Affaires. The process followed is set out in the following diagram and each Section of this 2010/2011 IDP document is linked to the diagram.



2. ANALYSIS OF CURRENT REALITIES

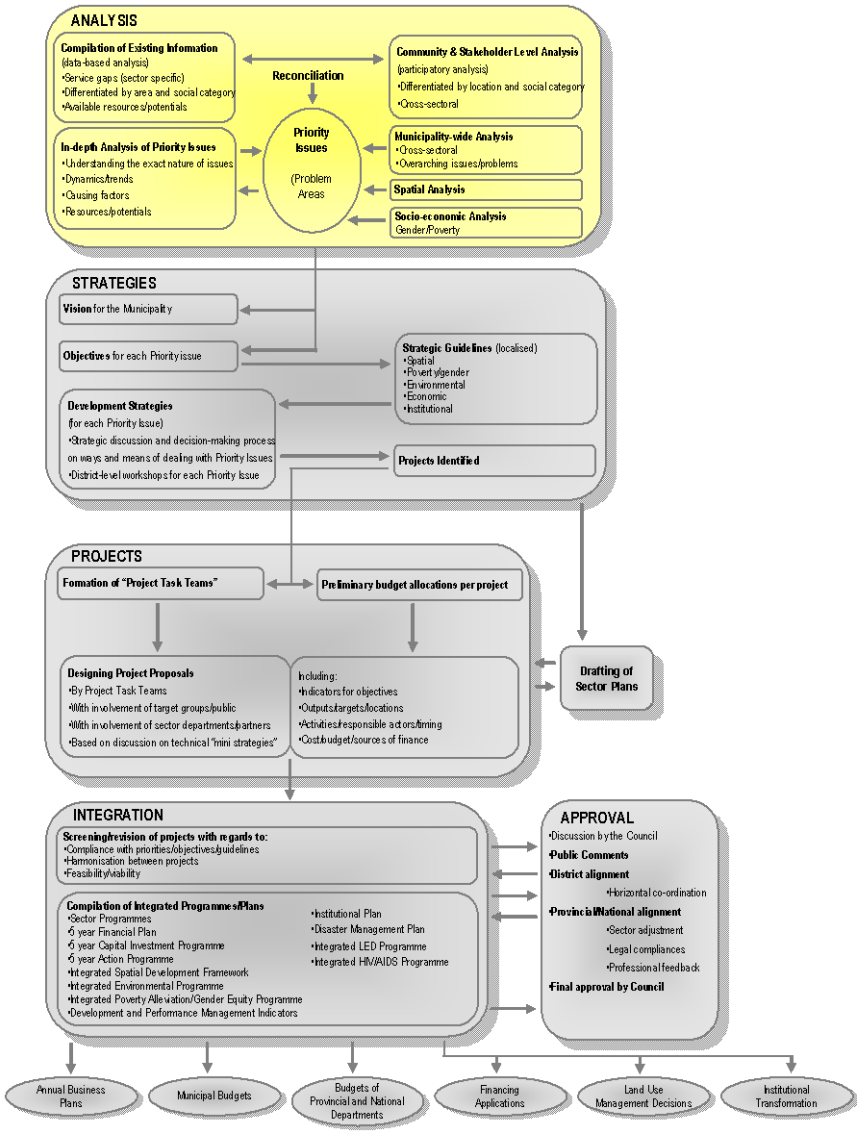
This Section of the 2010/2011 Ulundi IDP involves an analysis of current conditions and circumstances prevalent and shaping the Ulundi Municipality. These are the issues and matters that the Ulundi Municipality deals with in order to meet their constitutional responsibilities, bring about change and a better life for all.

These current realities range from socio-economic aspects to engineering infrastructure and within each category of analysis the critical issues and challenges are identified together with possible ways of tackling and addressing them, i.e. solutions that could be taken forward in the Strategies Section of this IDP.

To analyse current realities various sources of information and data were used, such as:

- Census 2001 with 2003 and 2006 projections by Stats SA and the Municipal Demarcation Board.
- Extrapolated data from the 2002 Ulundi IDP.
- The 2003 Ulundi Socio-economic Study.
- ZDM latest data and information.
- Nelson Mandela/HSRC 2002 Study on HIV/AIDS
- Any other appropriate and relevant reports specific to the Ulundi Municipality within the public domain.

This is the first step in the IDP Process and determines how the IDP is formulated and implemented in the later stages of this process.

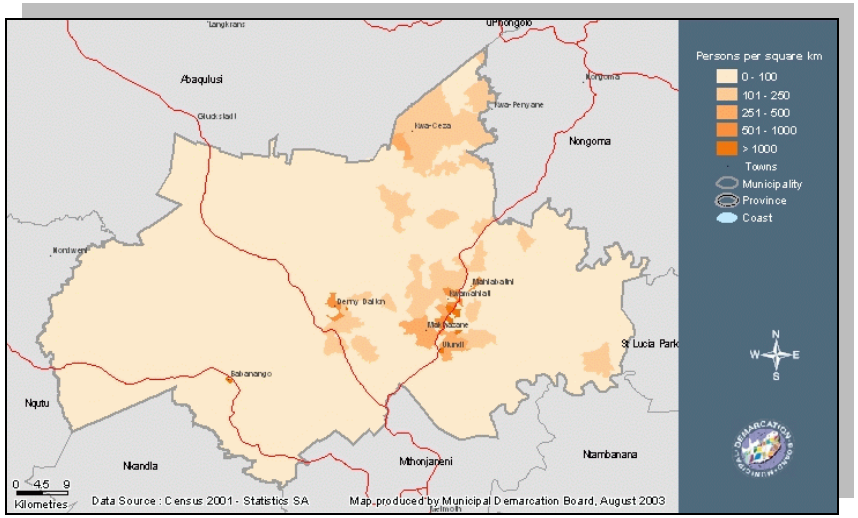


2.1 Ulundi in Context

The Ulundi Local Municipality is located on the southern boundary of the ZDM in north-eastern KwaZulu-Natal. The Ulundi Local Municipal area is approximately 3 250 km² and includes the towns and settlements of Ulundi,Nqulwane, Mahlabathini, Babanango, Mpungamhlophe, Ceza the Traditional Authorities of Buthelezi, Hlathswayo, Jama, Lukhwazi, Ntuli, Mbatha, Mpungose, Ndebele, Ntombela, Usuthu, Ximba, Zungu and large farms in the western part of the area. The largest concentration is, however, Ulundi town and its surrounding rural peripheral area.



The Ulundi Local Municipality consists of **24** wards with **47** Councillors and its area is now roughly 100 times the size of the original area administered by the then Ulundi TLC, the largest part of which is rural and underdeveloped. Approximately half the Municipal area consists of commercial farms and the area supports a substantial agricultural community.



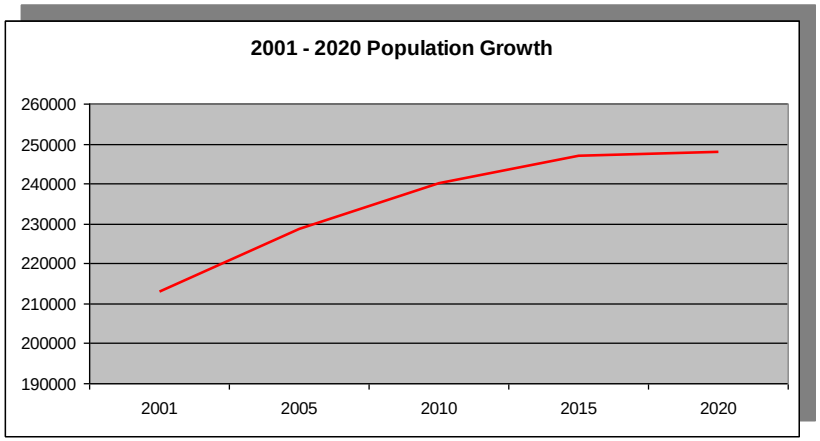
The town of Ulundi represents the only urban centre in the Ulundi Local Municipal area and accommodates approximately **40 000 people (17.5%** of the population). The settlement pattern reveals a high population concentration in the town of Ulundi and densely populated peri-urban area surrounding the town and along the main routes R34, R66 and P700.

Further settlement concentrations include:

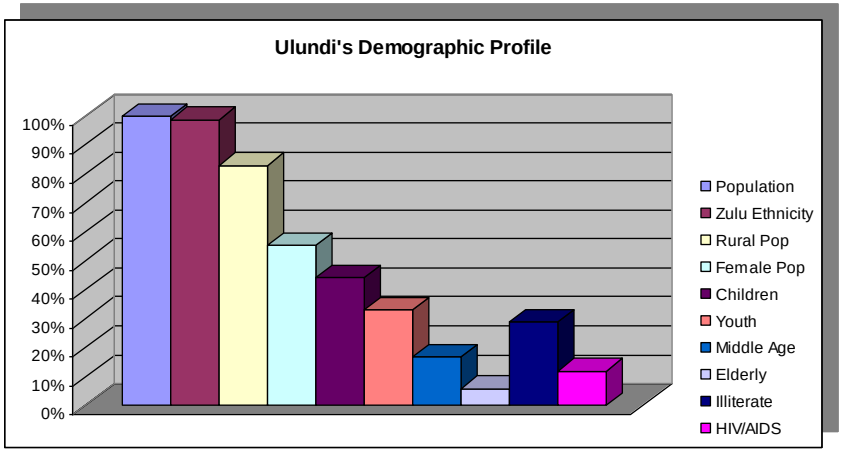
- Nqulwane in the eastern part of Ulundi with Okhukho Coal Mine and the influence of faction fights characterised migration from other areas;
- Babanango, which developed as a result of the forestry industry;
- Denny Dalton/Mpungamhlophe, which developed as a result of road(R34) and rail infrastructure; and
- Ceza to the north, which developed in response to the establishment of supportive land uses such as a hospital, clinic and other related social support services in the area. It is also situated on the road network system. It is therefore a connection and concentration point for people and activities.

2.2 Demographic Realities

The Census 2001 population estimate for the Ulundi is **212 970** people living in **37 539** households. If population growth figures and the impact of HIV/AIDS are considered the current population is estimated at **228 752** people living in **40 344** households, assuming that average household sizes have remained relatively constant at an average of 5.67 persons per household.



The Ulundi population further has the following characteristics of note:



CRITICAL ISSUES AND CHALLENGES

- The mainly Zulu population and ethnicity/culture in rural and tribal areas play an important role in today's education levels and vocational distribution of women in particular. In the past it was not common practice for young girls to attend school. If they did it was only to achieve the most basic level of literacy and innumeracy. The legacies of such practices are still evident today.
- Ulundi consist out of a large rural population.
- A signification number of households are headed by females, who are usually more disadvantaged in terms of resources and education.
- More than half the population is younger than 19 years of age, placing pressure on the need for social facilities. A significant number of these children will be orphaned die to the impact of HIV/AIDS and population growth is expected to decline over the next 20 years. This must be taken into account in planning for new services and facilities.
- At least **12%** of the population (**27 450** people) is already infected with HIV/AIDS and 400 people per year could be added to this figure. This will have a severe impact on the need for social and welfare services in the next 10 years.
- Education levels are very low and **29%** of the population has no formal education. This means that there is an enormous need for adult education facilities and programmes.

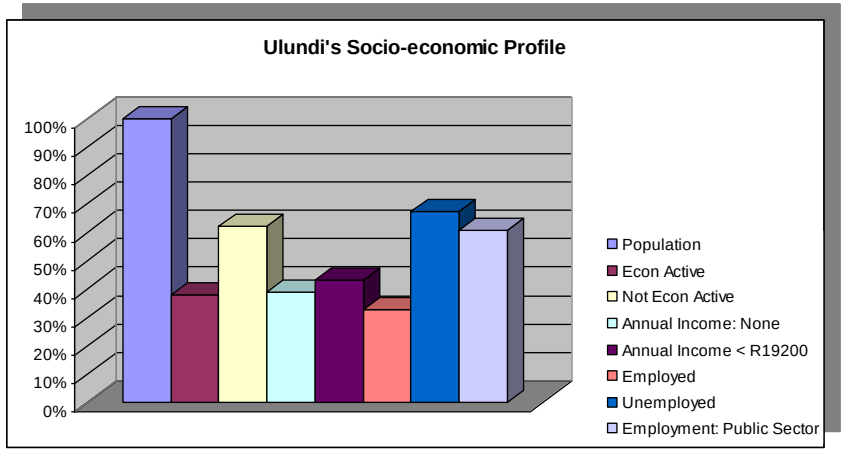
WHAT TO TAKE FORWARD IN THE STRATEGIES

These issues and challenges can be addressed in various ways which will be done in more detail in the Strategies Section of this IDP. The following highlights how the demographic issues and challenges can be addressed:

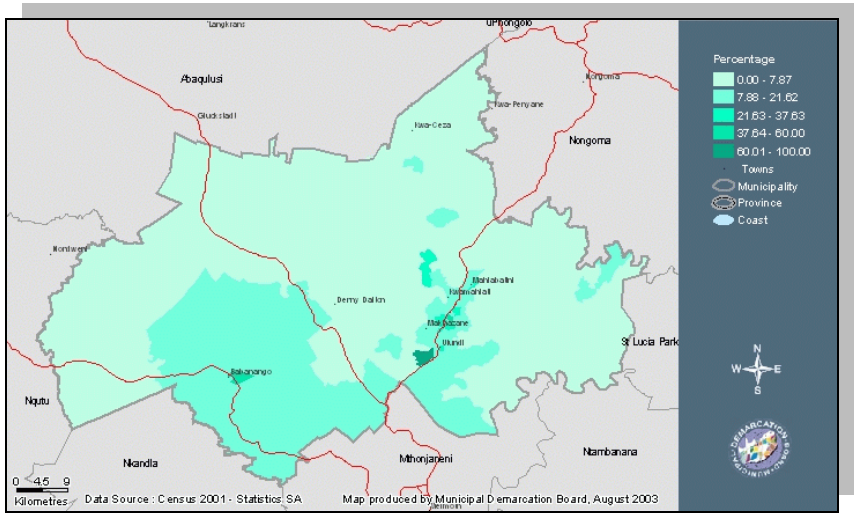
- Implementing appropriate community upliftment and empowerment programmes.
- The roll-out of an HIV/AIDS Programme.
- Providing the necessary facilities that would create an environment where people can access their basic needs and improve their quality of life.

2.3 *Socio-economic Realities*

The graph below highlights some of the most critical socio-economic aspects of the Ulundi communities that need to be taken forward in the 2010/2011 Ulundi IDP.



As an indication of the distribution of employment, the following:



CRITICAL ISSUES AND CHALLENGES

- Income levels are very low and nearly 40% of households have no income. A further **44%** have an annual income of below R19 200.00 per annum, i.e. less than R1 600.00 per month.
- The rural areas are the most severely affected by poverty.
- **Unemployment** levels are very high with only **12.5%** of the total population being formally employed.
- Dependencies are very high with every employed person supporting 7 unemployed persons of which 4 are over 15 years.
- The primary employment sector is the public sector, employing 60.6% of the workforce. This indicates the lack of diversity in the economy. Private households employ the second highest number of people.

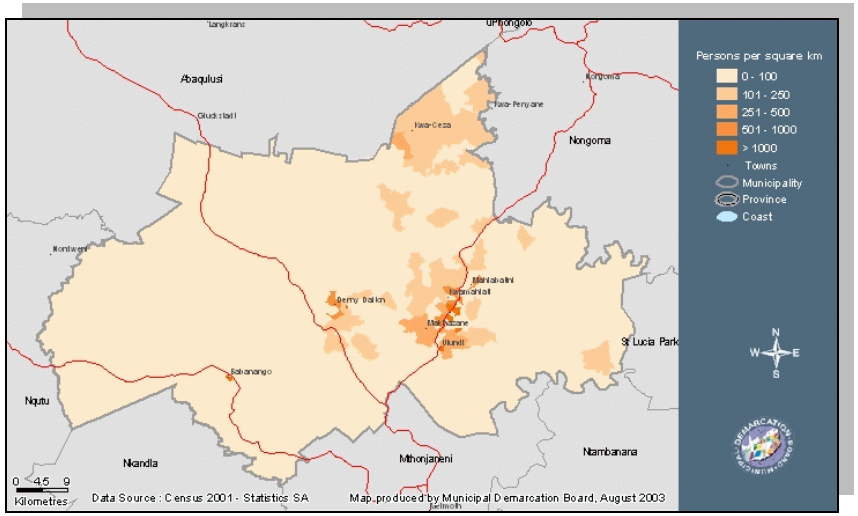
WHAT TO TAKE FORWARD IN THE STRATEGIES

These issues and challenges can be addressed in various ways which will be done in more detail in the Strategies Section of this IDP. The following highlights how the socio-economic issues and challenges can be addressed:

- Implementing appropriate community upliftment and empowerment programmes.
- Implementing a LED Programme, focussing on employment creation programmes and greater economic diversity, roll out of the LED Plan.
- Providing the necessary facilities that would create an environment where people can access their basic needs and improve their quality of life.

2.4 Spatial Realities

The spatial development pattern of Ulundi also presents challenges in terms of this 2010/2011 Ulundi IDP and the following aspects of particular relevance:



The differentiation between the urban areas and rural settlements within the Ulundi Municipality is mainly due to historic settlement patterns based on racial segregation. Most of the needs and backlogs affect the rural communities. Population concentrations are occurring on the periphery of Ulundi and at rural **nodes** such as **Mpungamhlophe, Mahlabathini, Nqulwane, Babanango and Ceza**. These very densely populated rural areas are most severely affected by poverty conditions. The population in these areas has mostly women as interim household heads, low educational levels, low household income and high unemployment levels.

Ulundi town is the commercial and service centre of the Municipality, and a few shoppers still conduct their shopping outside of Ulundi, especially for items and services that are not available in Ulundi. Some shoppers from outside Ulundi Boundaries now prefer Ulundi for shopping and other services. Very little commercial activity occurs elsewhere in the Municipal area and the population depends heavily on public transport and the movement patterns in the Municipal area are focused on Ulundi. There is, however, a lack in hierarchy of settlements and the physical distances between the rural areas and the urban centre calls for the development of service nodes in densely populated rural areas. Problems related to this are further exacerbated by the overwhelming need for engineering services and facilities, housing, social facilities and services and economic activities - especially in the rural areas. Existing services are mostly located in the urban area, which are inaccessible to a large part of the population. Concentration of such services and facilities in nodal points, which is accessible to the poorest of the poor, is essential.

CRITICAL ISSUES AND CHALLENGES

- Ulundi town represents the only urban area in the Municipal area and therefore plays an important role in the provision of social and economic facilities to the total population of Ulundi. This places an enormous pressure on the urban area for the delivery of services.
- The settlement pattern reveals a high concentration of people in and around Ulundi's peri-urban areas and along the main routes R66 and P700.
- Nearly half the Municipal area consists of sparsely populated commercial farms.
- There is not a strong nodal hierarchy to facilitate the cost effective and efficient delivery of engineering as well as social and community services and facilities.

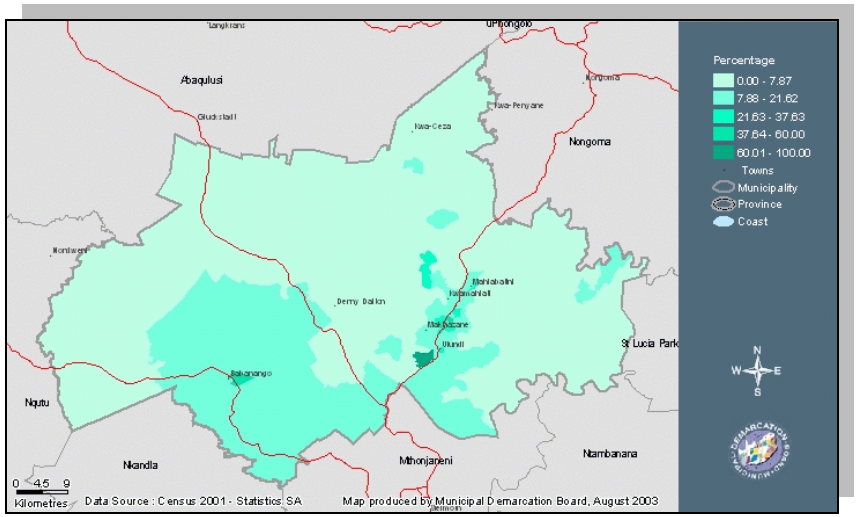
WHAT TO TAKE FORWARD IN THE STRATEGIES

Various ways to deal with Spatial challenges are detailed in strategies of the IDP. These are a few highlights

- Creating a stronger nodal pattern in the area through the possible development of Regional Service Centres/MPCCs.
- Addressing the organisation and management of human settlement and creating a conducive environment to sustainable settlement and living.
- Implementing appropriate land use management through the application of the Ulundi LUMS.

2.5 Economic Realities

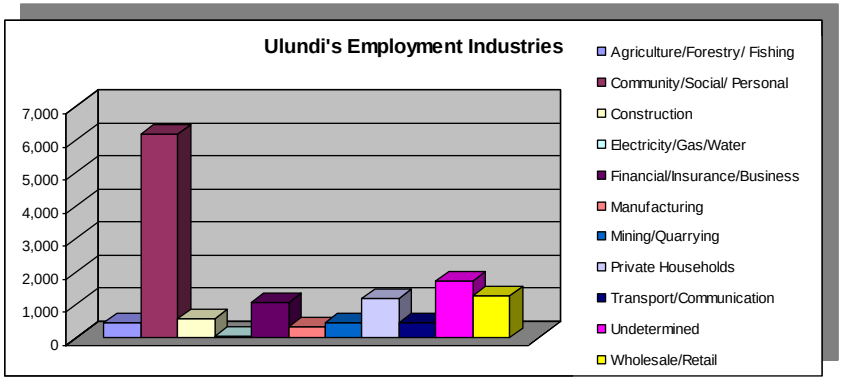
The main concentrations of population, economic development, infrastructure and income are situated in Ulundi town centre, making it an important centre in the provincial urban hierarchy and one of the two major centres in Zululand – the other being Vryheid.



The spatial economy of Ulundi is characterised by the development of three prominent regional development corridors, i.e.:

- The coal corridor from Richards Bay and Empangeni along the R34 through Vryheid to Piet Retief and to Mpumalanga coal mining areas.
- The railway line from Gauteng and Mpumalanga passing through Ulundi en route to Richards Bay.
- Secondary development corridors that run from Vryheid through Louwsburg and on to the N2; and along the R66 from Pongola through Nongoma and Ulundi to the R34.

The settlement pattern follows the main routes R66 and P700 and the population of the entire Ulundi Municipal area and some adjacent rural areas depend on Ulundi town for most basic services. A small number of people reside in Melmoth and commute into Ulundi town on a daily basis due to limited residential opportunities and accommodation. Notable commuter movements are from Vryheid and Nongoma with the daily arrival and departure of government officials and business people either by air or private vehicle. Money is earned in Ulundi but spent outside the area, indicating a possible leak in the economy mainly because a large number of employees and big business owners are from outside Ulundi.



The key economic activities and trends in Ulundi revolve around the following sectors:

- **Government**: Ulundi plays a central role in the public service sector. Certain Departments were relocated to Pietermaritzburg with employees moving out of Ulundi. A negative decision regarding the Legislature would be detrimental to Ulundi's economy.
- **Agriculture**: Forestry, sugar cane, sub-tropical fruit, livestock and farming are the dominant agricultural activities. Most commercial farming occurs within the Babanango area to the west of Babanango town. This area is considered an excellent farming area. Very little commercial farming occurs in the tribal areas and the usual technical weaknesses of subsistence farming are evident.
- **Tourism**: This sector is hugely underdeveloped with many of the cultural resources not being capitalised on. A number of tourism activities are located in and around Ulundi town and Emakhosini. These include game reserves, historical/cultural sites, cultural events and guest lodges. Game reserves include the Hluhluwe-Umfolozi Parks, the Ophathe Game Park, the Emakhosini (Valley of the Zulu Kings), the

planned Emakhosini-Ophathe Conservancy, which include historical sites and the ThakaZulu Game Reserve. Historical/cultural sites include Nodwengu (King Mpande's residence and grave), Ulundi Battlefields, Amafa and Umgungundlovu with Piet Retief's grave.

- **Trade**: The town of Ulundi acts as a regional service centre to the surrounding rural hinterland. Large wholesale stores dominate the commercial and retail sector. Goods are distributed to villages in the hinterland through the "bakkie" market. The trade sector has growth potential. **New mega business structures have come up eg a new mall that was completed and opened in December 2008. New structures constitutes more than half of the original size of the town and the Multi Media Centre at Umgungundlovu opened in Dec 2009 with a world standard technological sophistication and a must be seen Tourism destination.**
- **Informal Sector and SMMEs**: It is estimated that this sector adds another 12% to the formal economy with activities occurring throughout the Municipal area. The main concentration is, however, within the Ulundi CBD and at modal transfer points.
- **Construction**: This sector has grown only minimally and remains underdeveloped. Growth will depend on providing emerging contractors with the necessary technical and managerial skills and assisting them to gain access to bridging finance. Land tenure options and global influences have limited private investment in the past. Public investment is visible but uncoordinated.
- **Business and Finance**: Access to these services in the CBD of Ulundi is one of the main attractions of this CBD. Leakages of business services to other areas indicate potential gaps in this market. The hierarchy of economic linkages is non-existent within the Ulundi urban complex and in the remainder of the Municipality. This implies that a tertiary economy is present that directly links with the survival economy.
- **Transport**: Public transport is dominated by mini-bus taxi operations. A number of bus companies operate in the area, but these remain a small part of the sector. The Prince Mangosuthu Airport at Ulundi also contributes to this sector with development opportunities that include transportation of agricultural products, passengers and goods. Currently, airport services are under-utilised, with major airlines rather serving the metropolitan areas.
- **Manufacturing**: There is little if any manufacturing, small-scale activities such as metal work and Arts/Craft. Opportunities to expand this sector are linked to agricultural activities and creating stronger forward and backward linkages within the economy.

CRITICAL ISSUES AND CHALLENGES

- The sub-region around Ulundi has developed as a peripheral economy and is largely dependent on Ulundi, which is the centre of economic activity and the only urban concentration of the Municipality.
- Ulundi's economy is not diverse and is partly reliant on the government services currently supported by government policy. Ulundi's locality is favourable to serve as a service centre due to vast distances from metropolitan areas such as Durban and Pietermaritzburg.
- Markets are limited to the local community, with few opportunities in the national and international markets. The competitive advantage is limited to the large labour force and tourist related natural resources.
- The Ulundi area is endowed with various resources which, too date, have not yet been fully developed.
- The gaps between the survival economy and the tertiary economy are large with no secondary sector (manufacturing). There are very little forward and backward linkages between the primary and secondary sectors to facilitate movement of goods produced in the area.

WHAT TO TAKE FORWARD IN THE STRATEGIES

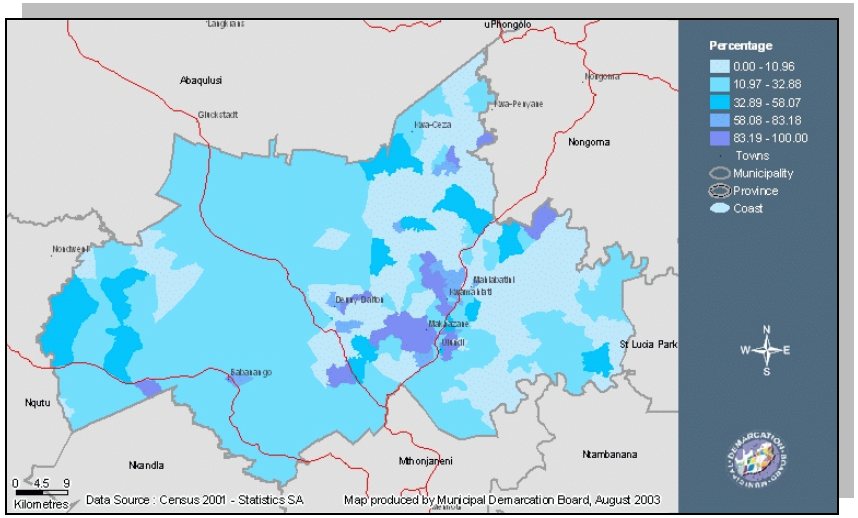
Various ways to deal with these challenges are detailed in the Strategies Section of this IDP. These are some highlights:

- Agriculture needs to be promoted to create downstream investment opportunities in the manufacturing sector.
- Developing and implementation of a fully-fledged Tourism Plan.
- Implementing a LED Programme, focussing on employment creation programmes and greater economic diversity
- Create an enabling environment to stimulate investment interest and confidence and maintain the momentum created. This includes skills training, adult education and increased access to job opportunities.

2.6 *Ulundi's Engineering and Infrastructure Realities*

The focus of the RDP is to address service backlogs and create parity within the South African society. This is implemented through the IDP which assess service levels at grassroots level and align the Municipality's budgets towards areas of need.

2.6.1 Water Infrastructure and Service Delivery



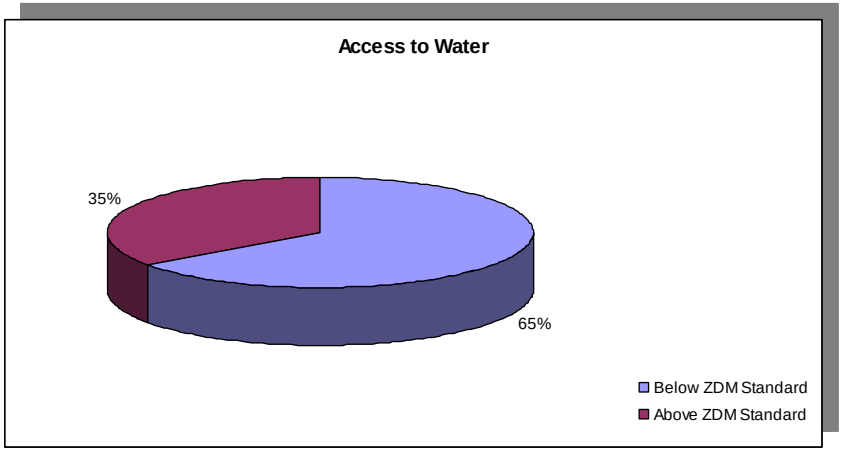
The disparities in access to water between urban and rural areas are particularly prominent in the plan above. Many rural communities today still do not have the benefit of at least RDP standards of water services.

The Ulundi Water Treatment Plant has a design capacity of 27 Mℓ/day. It is currently producing on average 17 Mℓ/day and provides for the total demand in the town. From the Ulundi Water Treatment Plant the purified water is fed to two bulk reservoirs. The electrical power supply to the plant is problematic. Infrastructure has not always been well maintained with the restrictions on the application of sufficient resources and appropriate technologies. Planning for the Nkonjeni Water Supply Scheme has been implemented and has and will eventually provide additional potable water.

Various problems exist in the system as a result of the ad hoc nature of upgrading. Annual maintenance costs are higher than average as a result of following a conservative replacement policy. In some of instances the infrastructure are more than 20 years old and critical work is required to optimise the utilisation of available water.

Maintenance work on the internal reticulation is extremely difficult and not optimally done. Isolation valves are non-functional or not in existence to isolate specific portions of the reticulation system whilst the rest is still provided with water. In some instances the water supply to the whole of the Ulundi CBD is interrupted for maintenance work and repairs.

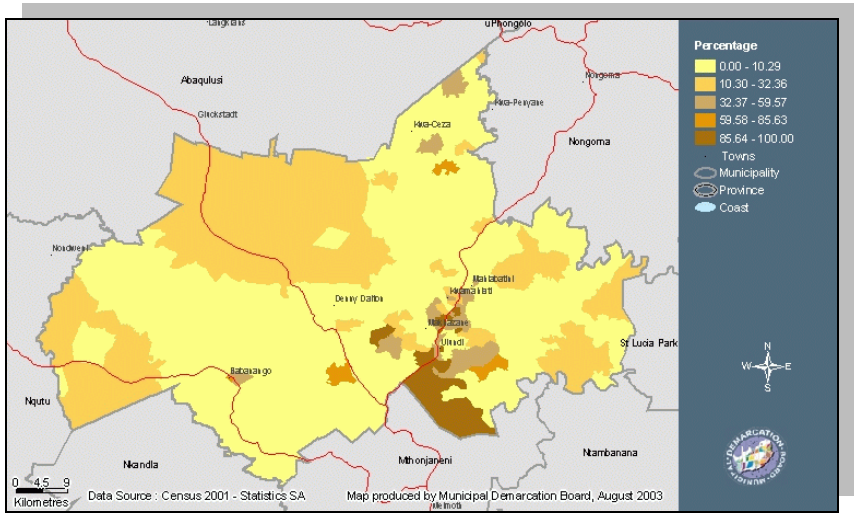
The RDP outlines the minimum level of service for water supply as 25 litres per capita per day available within 200 meters at a flow rate of 10 litres per minute and available 98% of the time. The status of service levels in the Ulundi Municipal is as follows:



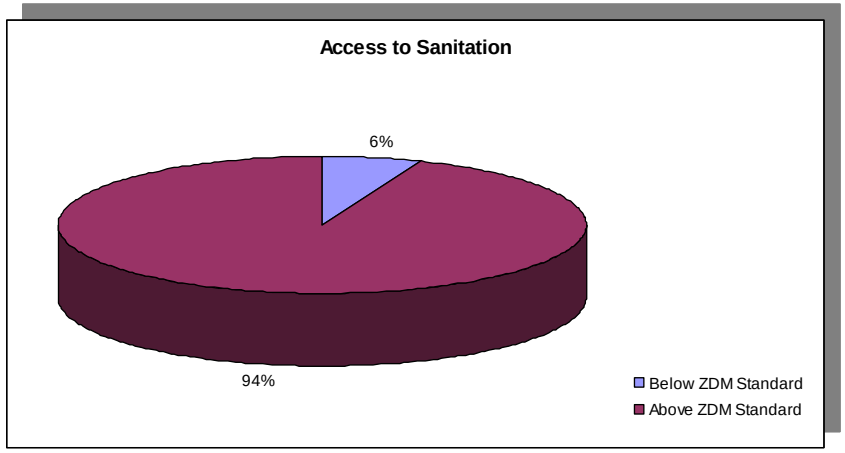
(Source: ZDMs WSDP Module 1, Rev.04 dated November 2003)

2.6.2 Sanitation Infrastructure

Most of the formal town areas have waterborne sanitation on an internal reticulation system which feed to the Ulundi Sewage Treatment Works.



Access to the minimum accepted standard of sanitation is a ventilated improved pit latrine (VIP). The following applies to the Ulundi Municipality:



2.6.3 Storm Water Drainage Infrastructure

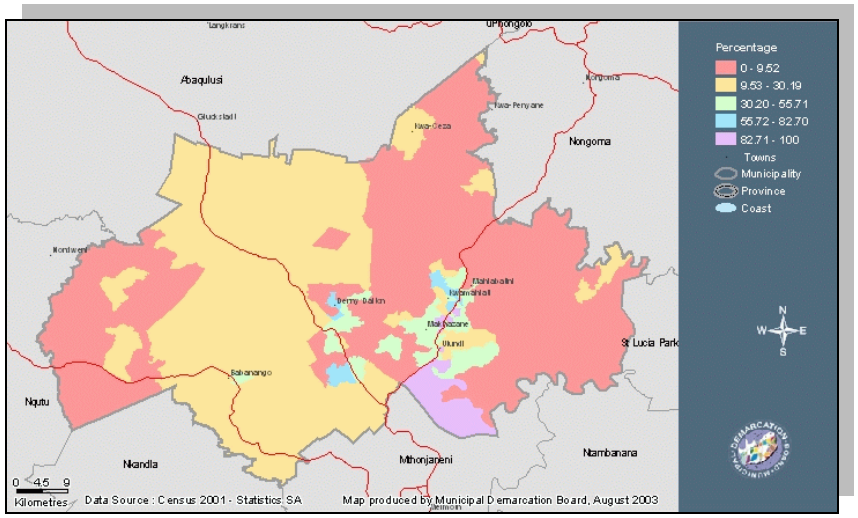
Most of the formal town areas have storm water drainage on an internal collector system discharging directly into some of the tributaries of the White Umfolozi River. It is also important to note that no development within the one in 100 year floodlines.

2.6.4 Existing Electricity Infrastructure

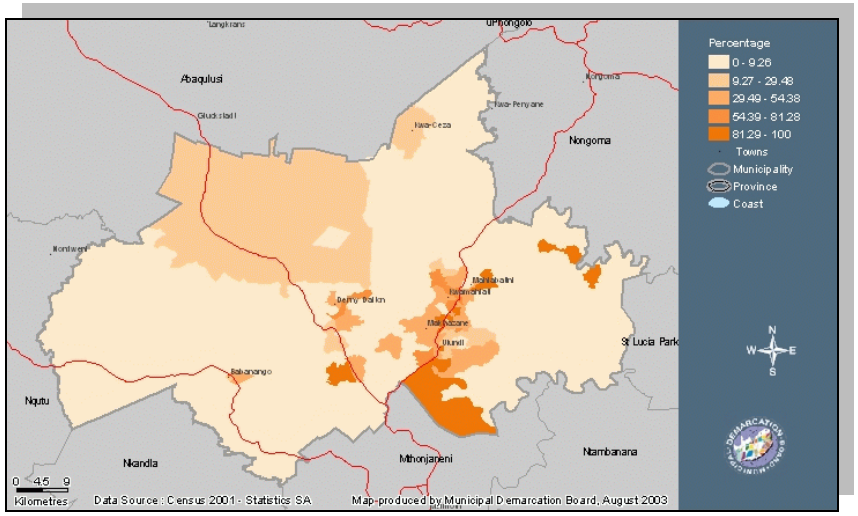
Areas around Ulundi have access to electricity and households utilise it as an energy source for cooking, lighting and heating. It is noticeable that despite this access only a small percentages of the households utilise this energy source. This indicates low affordability levels. The majority of areas have no formal internal electricity or street lightning.

In the past the provision of basic infrastructure was hampered by a culture of non-payment which led to the transfer of this function to the District. The electricity supply to the Ulundi WTW is also problematic and proposals are considered to replace the electrical switch gear.

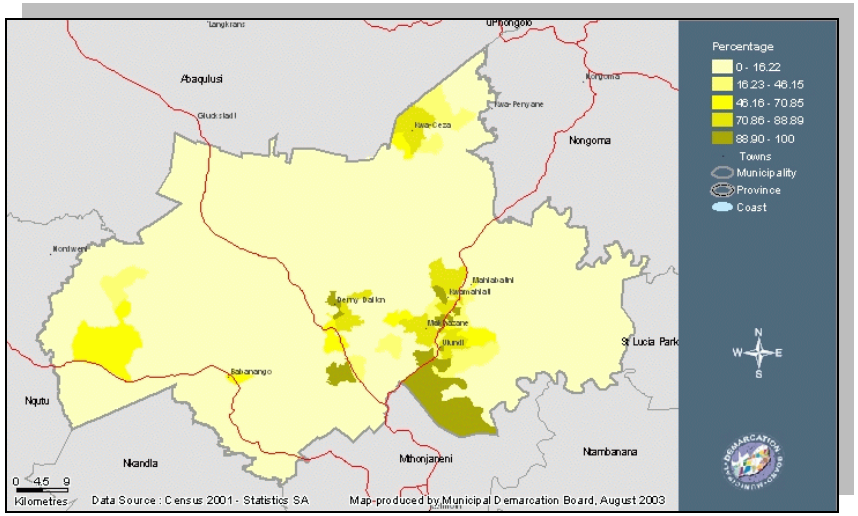
Electricity energy for cooking:



Electricity energy for heating:



Electricity Energy for lighting:

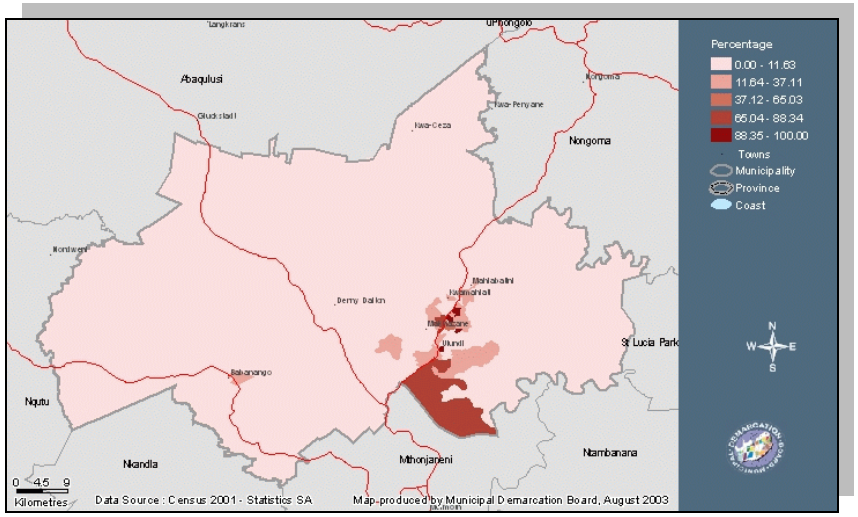


2.6.5 Transportation and Road Infrastructure

Roads in the Ulundi Municipal area provide linkage between different rural settlements and are generally of a poor standard and poorly maintained. Apart from some informal gravel roads and dirt tracks, it is expected that there are very few formal internal roads on proposed sites that can be used for any housing project or proposed development.

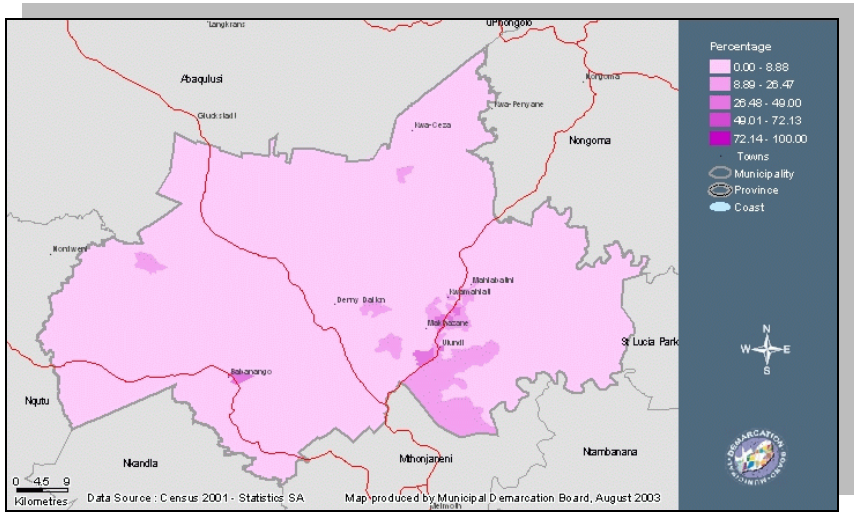
2.6.6 Existing Solid Waste Disposal

The Municipality is responsible for the planning and operation of a functional, effective and efficient waste removal system/service.



Solid waste removal services are not available to the existing informal settlements and rural areas. The majority of the population disposes of their own refuse in informal dump sites, probably by burning it. The environmental and pollution implications of the burning of refuse cannot be considered favourable in terms of longer term sustainability.

2.6.7 Telecommunications



There is currently very little telecommunication infrastructure available. Should Telkom find that it is feasible to reticulate a development, they would install a network of cabling in the sleeves for at least one pair per house connected back to the mini exchanges.

CRITICAL ISSUES AND CHALLENGES

- The provision of basic infrastructure is hampered by the culture of non-payment and low affordability levels.
- Service infrastructure in the urban area of Ulundi needs upgrading and maintenance.
- Rural areas are severely affected by a lack of basic services.
- Only 20% of the population have access to clean water. The rest obtain water from rivers and streams, which poses a health risk. At least 60% of the population have access to less than 5 litres of water per day and are at survival levels.
- The sewage treatment plant at Ulundi needs to be upgraded to increase its capacity to cater for the needs of surrounding rural areas.
- The urban area has a sanitation system, but the rural area relies on pit latrines or no system at all. This places tremendous strain on the environment and poses a health risk.
- The bulk of the urban population has access to household electricity and 48% of the rural settlements has this service. Electricity provision at schools and health facilities are especially critical.
- Refuse removal is limited to the urban area. Dumping of refuse in rural areas has become a major problem in denser rural settlements. Even in the CBD of Ulundi the illegal dumping of refuse has become a problem.
- Efforts are needed to increase people's awareness of the advantages of good waste management practices.

WHAT TO TAKE FORWARD IN THE STRATEGIES

These issues and challenges can be addressed in various ways which will be done in more detail in the Strategies Section of this IDP. The following highlights how the engineering services issues and challenges can be addressed:

- Plan and provide time scales for the provision of basic engineering services to rural areas.
- Maintain and upgrade existing services in urban areas.
- Implementing service delivery plans in respect of all engineering services.
- Implementing projects that integrate social, infrastructural and economic development.

2.7 Social Services Realities

A lack of social services facilities or even a breakdown in the appropriate maintenance of such infrastructure and facilities are indicative of high levels of under-development, poverty and disempowerment. These services are essential for the socio-economic functioning of any community.

2.7.1 Health Services

The following hospitals are located in the Municipal area:

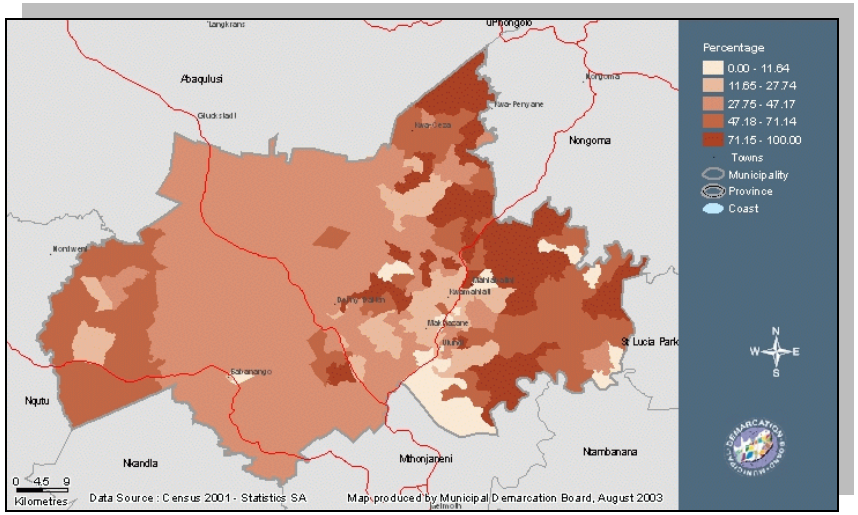
- Ceza hospital in the northern part of the Ulundi Municipal area, with 265 beds.
- Thulasizwe TB Hospital also in the northern part of the Ulundi Municipal area, with 155 beds.
- Nkonjeni District Hospital just north of Ulundi town.
- St Francis Hospital at Mashona.

Ulundi town makes use of Nkonjeni Hospital. This is a Government hospital and it provides ambulance services to the surrounding area.

The rural areas of the Municipal area are serviced with a number of medical and health clinics, including mobile clinics. These clinics provide childcare, family planning, primary health care and immunisation against Tuberculoses and venereal diseases. There are no medical facilities in the western part of the Municipal area around Babanango.

2.7.2 Educational Services

There is a total of 114 schools in the Municipal area, many of which with no clean drinking water, sanitation or electricity. Generally the pupil-to-teacher ratio is far higher than the acceptable national ratios with conditions in urban and emerging urban areas worse than in rural areas. This indicates a shortage of teachers and inadequate provision of school facilities, i.e. schools are too small to accommodate the number of learners.



Schools in the Ulundi, Nqulwane and Ceza area experience the greatest pressure. The Mpungamhlophe area is relatively small to the other geographical areas, but it has a higher frequency of schools. The majority of higher education and adult education facilities are concentrated in the Ulundi area and there is a clear need for such facilities in other parts of the Municipal area.

2.7.3 Community Facilities

Ulundi has a new library and a multi-purpose community centre which includes 5 venues plus facilities for training and 4 other halls The library is fully functional The whole of Ulundi Municipal area is serviced by this one library. The Recreational Park will start up soon

2.7.4 Emergency Services

There are offices of the Northern Natal Police Service in Ulundi town and it is also responsible for the protection of the Legislative Assembly in town. The main police station of the area is also situated in Ulundi. Police stations are also located in Ulundi, Ceza, Babanango, Mahlabathini and Mpungamhlophe/Denny Dalton.

Other emergency services in the Municipality are:

- The Ulundi Traffic Department is responsible for traffic management and traffic law enforcement. Traffic law enforcement on provincial roads is done by provincial officers stationed in Ulundi.
- A fire and rescue department in Ulundi town, equipped to provide medical assistance on accident scenes. There is an Emergency Rescue Service located in Unit A. The fire truck is very small and cannot provide sufficient water. It is considered unreliable and only able to provide extinguishing services for a period of 3 minutes. The fire rescue service is mainly a district function. The district provides a stronger muscle in this regard.

2.7.5 Other Services

- Information on open space and sport facilities is limited. In Ulundi town there is a regional sports stadium with a swimming pool. There are community sports facilities including a soccer field, a rugby stadium and a tennis court in Section A of Ulundi town and three other informal soccer fields in Sections C and D. Some facilities exist at schools although not adequate and the SA have two soccer fields and a tennis court.
- There is one recorded formal cemetery site (18,58 ha) in Ulundi town. A second burial place is located in Ulundi town and it serves the Ulundi peri-urban area. The remote Tribal Areas have their own burial places.

CRITICAL ISSUES AND CHALLENGES

- Social facilities are generally under-provided in the Ulundi Municipal area and huge backlogs in the provision of these facilities and services are evident. This is especially prominent in rural areas.
- Services have been provided in an uncoordinated scattered pattern, which does not support the principal of sustainability.
- Community and welfare facilities and services are needed especially in densely populated rural areas. Facilities include children's homes, AIDS support facilities, pension payout points, frail care facilities, feeding schemes and crime prevention actions and facilities.
- Sports facilities and other recreational facilities are non-existent and can be translated into a plethora of social problems. The provision of such facilities and the sustained maintenance thereof pose a challenge to the Municipality.
- There is an under-supply of cemeteries in the area, especially considering the expected number of HIV/AIDS related deaths over the next 20 years. Appropriate facilities need to be provided throughout the area with due cognisance of religion, culture and tradition.
- The Municipal area is disadvantaged in terms of the provision of security and emergency services.
- There is a lack of information on social facilities and development, particularly welfare services. There is also limited co-ordination and communication between the local municipalities, district municipality and provincial government, particularly as far as social development and more specifically welfare is concerned.

WHAT TO TAKE FORWARD IN THE STRATEGIES

These issues and challenges can be addressed in various ways which will be done in more detail in the Strategies Section of this IDP. The following highlights how the social services issues and challenges can be addressed:

- Implementing appropriate community upliftment and empowerment programmes.
- Providing social facilities and social educational programmes focussed on the provision of shelter/place of safety for people in distress (HIV/AIDS, abused women and children) and permanent accommodation for orphans.
- Providing the necessary facilities to create an environment where people can meet there basic needs and improve their quality of life.
- The provision of Rural Service Centres in the rural areas could address this shortcoming. These centres are one-stop shops for those community services required on a frequent basis. The concentration of social activities may also spur the attraction of economic activities.

2.8 Summary of 2001 to 2010/11 Backlogs

The following tables give an indication of the various backlogs that the Ulundi Municipality had to face in 2001 and, to a large extent, still faces today. Projections have been made to determine current backlogs.

Housing Backlog

	2001	By 2010/11
No. of Households	37 539	40 344
No. of Formal Units	16 243	16 243
Housing Projects	**0**	**7**
Housing Backlog	21 296	24 101

Schools

	% Learners	2001 Learners	2010/11 Learners
No. School going	30.50%	64 956	69 769
Children per class		40	40
Classrooms required		1 624	1 744
Existing Classrooms*		864	864
Classroom Backlog		760	880

** Note: Many existing classrooms are in a poor condition and need to upgraded

Access to Clean Water

	% Access	2001	By 2010/11
Total No. of Households		37 539	40 344
Households with Access	53.21%	19 975	19 975
Households without Access		17 564	20 370
Backlog		17 564	20 370

Access to Sanitation

	% Access	2001	By 2010/11
Total No. of Households		37 539	40 344
Households with Access	62.12%	23 319	23 319
Households without Access		14 220	17 025
Backlog		14 220	17 025

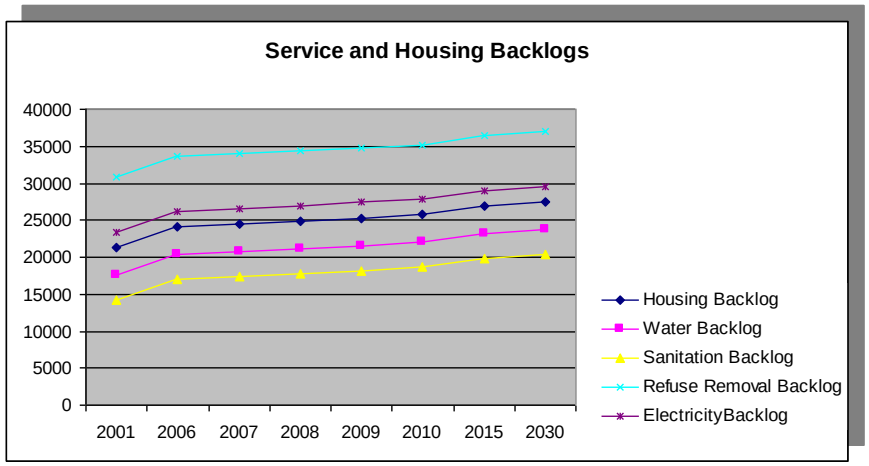
Access to Refuse Removal

	% Access	2001	By 2010/11
Total No. of Households		37 539	40 344
Households with Access	18.05%	6 776	6 776
Households without Access		30 763	33 568
Backlog		30 763	33 568

Access to Electricity for Lighting Only

	% Access	2001	By 2010/11
Total No. of Households		37 539	40 344
Households with Access	37.69%	14 148	14 148
Households without Access		23 391	26 196
Backlog		23 391	26 196

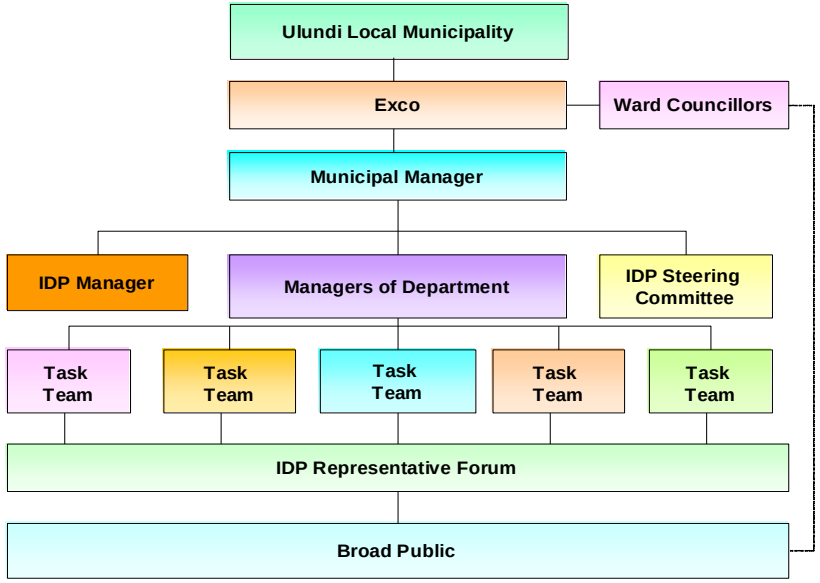
***** Note: All information is provided by the responsible service providers, i.e. Department of Education, ZDM Service Providers, etc.*** *The extent of 2010 backlogs is not completely clear as information from various service providers have not been available for inclusion in these backlog calculation.*



2.9 *Institutional and Financial Realities*

2.9.1 The IDP Manager

The responsibilities related to the formulation, management and co-ordination of the IDP rest with the IDP Manager. The position of IDP Manager has been generated and, as indicated in the following diagram, this Manager reports directly to the Manager in the Municipal Manager's Office.



2.9.2 Municipal Workforce

See attached organogram for Administration workforce

The Ulundi Municipality has an Executive and Ward Committee structure. The Council consists of 47 Councillors of which 24 are Ward Councillors and the remainder 23 PR Councillors. There is staff compliment of 292 represented as follows:

Level of Employment	Number of Employees	%
Councillors (Political Offices Bearers plus Other)	47	16.10%
Senior Managers, including Municipal Manager	5	1.7%
Other Managers	30	10.27%
Technical/Professional Staff	36	12.33%
Other Staff (clerical, labourers, etc.)	174	59.59%
TOTAL	**292**	**100%**

2.9.3 Financial Resources and Funding

One of the greatest challenges facing the Ulundi Municipality is limited and even stagnant financial resources available to meet ever increasing demands. The total 2010 Municipal revenue is estimated at just over R130 million with an operating budget of much the same. This leaves nothing for capital investment and the Municipality is therefore heavily reliant on external funding for their capital investment programmes and projects.

The main sources of funding are:

- ZDM Funding
- MIG Funding
- DEAT Funding
- DOT Funding
- Funding for Housing
- DME/NER/ESKOM Funding

2.9.4 Project Consolidate

Project Consolidate is a 2 year hands-on programme of support and engagement for local municipalities. It allows national and provincial government, together with key partners in the private sectors to find new impact orientated modes of engaging, supporting and closely working with local government. Through Project Consolidate the aim is to accelerate service delivery, especially with regard to the implementation of free basic

services such as sanitation, water electricity and refuse removal. Project Consolidate aims at providing specific capacity in terms of human resources. Civil, electrical and water engineers are provided to municipalities that do not currently have sufficient resources. They will have to assist with tasks such as assessing the requirements to stabilise electricity and water and sanitation networks.

In dealing with municipal financial viability issues, financial management, fiscal discipline and billing systems, skilled people in the area of municipal finance have been made available to serve in interim management capacities where it has been difficult for municipalities to recruit or retain such capacity.

Other assistance provided is:

- Training programmes designed to skill municipal employees to utilise recently acquired service delivery equipment.
- Human resources practitioners have been made available to assist with the tasks such as developing organisational structures that are responsive to the institutional and delivery challenges faced by a municipality.
- Assessing the skills and competencies of current staff compliments.
- Legal skills to assist municipalities in terms of labour related disputes which hampered service delivery.

Through Project Consolidate the Government wants to improve service delivery and hence the action plans compiled for each municipality will be monitored. Consequently the following will be measured on a regular basis:

- To what extend has infrastructure backlogs been addressed and indigent households be provided with Free Basic Services?
- How the municipality utilised the MIG allocation and their other revenue sources?
- How many jobs have been created and to what extent has economic development taken place?
- To what extent was the community involved in local development?
- Which plans have been implemented to protect our natural resources?
- To what extent has institutional capacity been built and are financial viable services being rendered?

Ulundi Municipality is one of the identified municipalities under Project Consolidate. DWAF as a National department and in the spirit of co-operative governance is one of the role-players involved to ensure that the objectives of Project Consolidate are achieved.

The multi year strategic plan of Government makes provision for targets to be honoured and ensure that all residents have basic services. Services can only be ensured if all spheres of government together with communities are committed to service delivery. Some of the main targets for Ulundi are:

- All people have access to functional basic water supply facilities by 2008.
- All people in South Africa have access to a functional basic sanitation facility by 2010.
- All schools have adequate and safe water supply and sanitation services by 2005.
- All clinics have adequate and safe water supply and sanitation services by 2007.
- All water services authorities implement free basic water policy by 2005.
- Free basic sanitation policy implemented in all water services authorities by 2010.

Through the successful implementation of initiatives such as Project Consolidate by all sectors and co-ordinated planning of the three spheres of Government the above targets will be achieved.

2.9.5 ISRDP Node

The Integrated Sustainable Rural Development Strategy was published in 2000 and implementation started with the identification of 13 nodes across the country, Zululand District being one such a node. In 2001 the ISRDS was formalised into a programme of government as the ISRDP as a responsibility of DPLG.

The ISRDP calls for the coordination and integration of programmes by various government departments and stakeholders to maximise the development of rural communities. Its objective is to attain socially cohesive, resilient and stable rural communities with viable institutions, sustainable economies and universal access to social amenities, able to attract and retain skilled and knowledgeable people, who are equipped to contribute to growth and development.

This vision envisages transformed rural economies and a move away from traditional subsistence economic activities. Local government is the point of delivery and implementation for the ISRDP and the implementation process specifically aims to strengthen the quality of IDPs and delivery which targets these IDPs. The ISRDP specifically deals with the following issues related to sustainable rural development:

- **The co-ordination of the efforts of various spheres of the state to effect development.**
- A specific focus on project-level interventions.
- A focus on infrastructure development and service delivery.

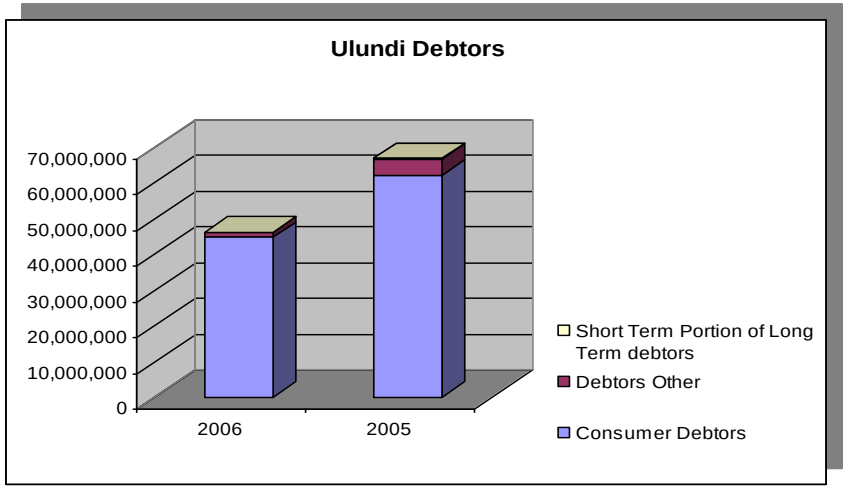
Within the Zululand District Municipality the following projects have been identified – some of these with a direct relevance to the Ulundi are:

- Co-ordinated tourism and eco-tourism framework
- Electrification project
- Upgrade water works
- Upgrade facilities for taxi and informal traders
- Rural Service Centres

2.9.6 Debt

The existing financial situation is further deteriorated as a result of low affordability levels and communities with a well entrenched culture of non-payment.
Outstanding debts related to consumer accounts currently stand at an astronomical R18 419 901 – this after provision has been made for doubtful debts of R27 815 656. These doubtful debts relate to consumers who have over the years left the municipal area and who cannot be traced. These debts will be identified and written off against the provision, with Council approval.

In excess of R8 million of the outstanding debts relate to a current dispute between the municipality and the department of Public Works in respect of unpaid service charges in respect of government owned houses. A section 41 MFMA intervention is currently in place whereby the Provincial treasury is endeavouring to arbitrate the matter.



Council has a debt collection and credit control policy in place. The requirements of the policy are carried out but one of the most critical constraints is that of continuous tampering, on a large scale by the consumers, with electricity supply installations. At least 20 full time inspectors will be required to address this problem. The cost involved will be approximately R1 560 000 per annum. The current ratio of employment cost to total expenditure equals 47.41% and as such the Municipality cannot afford this much needed resource.

2.9.7. Annual Financial Statements

The 2008/09 financial statements were completed towards the end of 2009 and were audited by the Auditor-General. The Audit Report was received and interrogated and the Annual Financial Statements were then finalised and tabled before Council for approval in terms of section 121 of the Municipal Finance Management Act. **Ulundi Municipality got an unqualified Audit report for 2008/2009.**

2.9.8. Billing System

A fully integrated municipal financial accounting system which is GAMAP/GRAP compliant was procured and commissioned during the 2006/07 financial year with MSIG funding. Staff ware capacitated in the use of the new system and as such proper accounting will for the first time in the Municipality's existence become a reality. During the preparation of the 2005/06 financial statements, all balance sheet accounts were adjusted with the concurrence of the Auditor-General, to their net realisable and/or cash backed values which place the municipality in a position where the financial statements reflected the true financial state of affairs. In addition all staff in finance department underwent special training in 08/09

The GRAP conversion was done before the 2007/08 financial statements are prepared, in compliance with the MFMA. The assets register does, however, remain problematic as infrastructure assets will have to be valued by professionals. In this regard funding is problematic.

CRITICAL ISSUES AND CHALLENGES

- Limited availability of human and financial resources.
- Inefficient tapping into available external sources of funding, particularly in terms of Project Consolidate.
- The financial strain of outstanding Municipal debt.
- Low affordability levels and a persistent culture of non-payment.
- Lack of co-ordination with other service providers in the allocation of funding for Municipal projects.
- Ulundi remedies debt recovery through Debt Collection Policy

WHAT TO TAKE FORWARD IN THE STRATEGIES

These issues and challenges can be addressed in various ways which will be done in more detail in the Strategies Section of this IDP. The following highlights how the institutional and financial issues and challenges can be addressed:

- More strenuous financial management and discipline.
- Implementation of a debt collection policy.
- Formulating and implementing a programme of engagement to facilitate more effective co-ordination between local government and other service providers in the funding and delivery of services to the Ulundi community.
- Formulating and implementing a programme for the more effective targeting and utilisation of external sources of funding with particular reference to Project Consolidate.

2.10 Conclusion on IDP Challenges

The main challenges for the Ulundi Municipality in this IDP relate to socio-economic issues, economic issues, infrastructure issues, spatial and housing issues as well as the issues around social facilities and services.

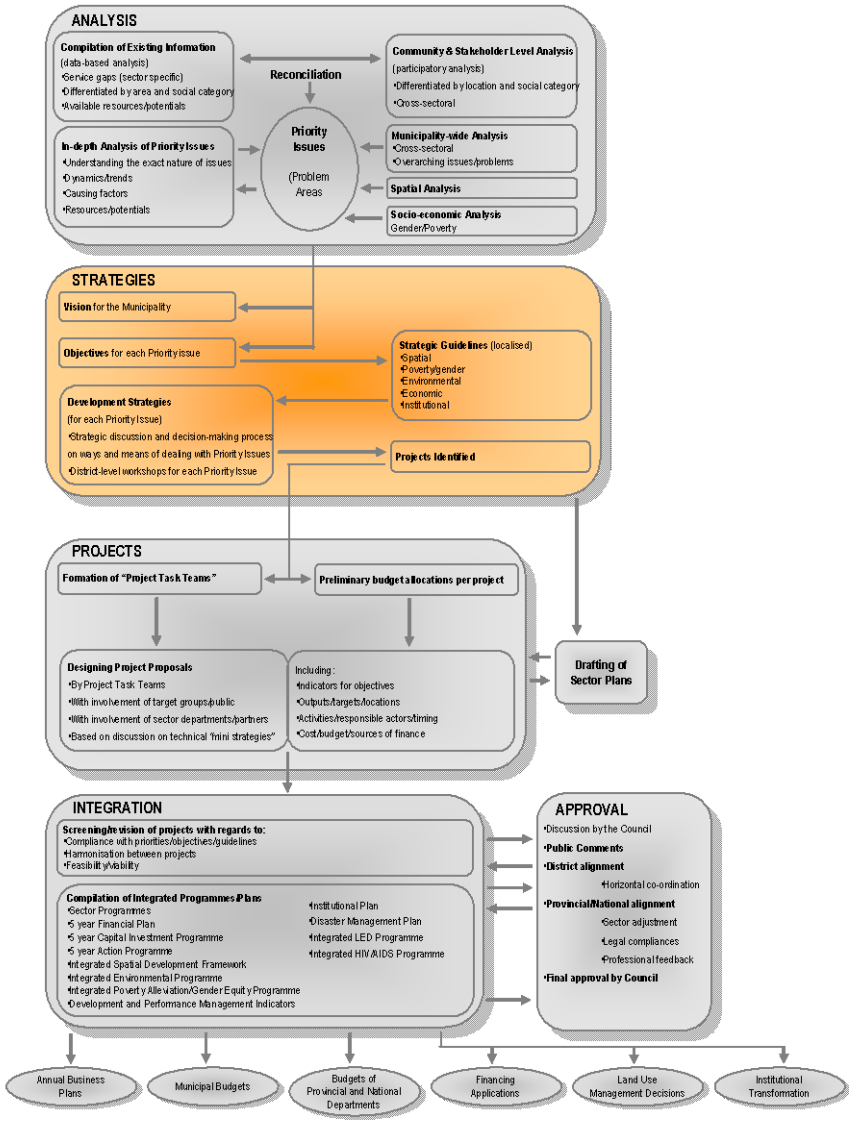
It is clear that backlogs are severe, particularly with respect to engineering infrastructure. With access to limited resources, the Ulundi Municipality have only managed to make a small difference and much larger projects are required to fully address current backlogs. This does, however, imply sourcing large amounts of external funding – a matter that is becoming more critical with increasing demands made by a growing population.

During this analysis of current realities a continuous effort was made to offer possible solutions in addressing the issues and challenges that the Ulundi Municipality are faced with. All the identified key issues and challenges can therefore be addresses by one or more of the following possible solutions presented:

- Implementing appropriate community upliftment and empowerment programmes.
- The roll-out of an HIV/AIDS Programme.
- Providing the necessary facilities that would create an environment where people can meet there basic needs and improve their quality of life.
- Implementing a LED Programme, focussing on employment creation programmes and greater economic diversity.
- Creating a stronger nodal pattern in the Municipal area through the possible development of Regional Service Centres.
- Addressing the organisation and management of human settlement and creating an environment which is conducive to sustainable settlement and living.
- Implementing more appropriate land use management through the application of the Ulundi LUMS.
- Agriculture needs to be promoted to create downstream investment opportunities in the manufacturing sector.
- Tourism Plan has been developed and must be implemented.
- Implement measures that will result in the economic regeneration and upliftment of the area.
- Create an enabling environment to stimulate investment interest and confidence and maintain the momentum created. This includes skills training, adult education and increased access to job opportunities.
- Plan and provide time scales for the provision of basic engineering services to rural areas.
- Maintain and upgrade existing services in urban areas.
- Implementing service delivery plans in respect of all engineering services.
- Implementing projects that integrate social, infrastructural and economic development.
- Providing social facilities and social educational programmes focused on the provision of shelter/place of safety for people in distress (HIV/AIDS, abused women and children) and permanent accommodation for orphans.
- The provision of Rural Service Centres in the rural areas could address this shortcoming. These centres are one-stop shops for those community services required on a frequent basis. The concentration of social activities may also spur the attraction of economic activities.
- More strenuous financial management and discipline.
- Implementation of a debt collection policy.
- Formulating and implementing a programme of engagement to facilitate more effective co-ordination between local government and other service providers in the funding and delivery of services to the Ulundi community.
- Formulating and implementing a programme for the more effective targeting and utilisation of external sources of funding with particular reference to Project Consolidate.

These solutions now come into play in the next section, i.e. The Ulundi IDP Strategies where they are synthesised into coherent IDP strategies, objectives, programmes and projects.

3. THE ULUNDI IDP STRATEGIES



The biggest challenge facing the Ulundi Municipality is that it has the greatest need that has to be addressed with the least resources. To address this and other challenges, the Ulundi IDP has the following vision and supporting strategic objectives:

3.1 Vision

The vision ensures that all planning endeavours are focused on the same aim or destination. It inspires, focuses the attention and mobilises all residents, communities, stakeholders, politicians and officers in creating the desired future for the Municipal area. The Ulundi vision is:

"By 2030 Ulundi shall be the gateway to the core of the Zulu Cultural Heritage."

This vision ultimately focuses on:

- Creating economic growth and jobs.
- Positioning the Ulundi area as the seat of Zulu Cultural Tourism.
- Making the area of Ulundi a safe and vibrant meeting place of rural and urban life-styles.
- Striving to continually improve service delivery.
- Developing a culture of public service in our people.

3.2 Strategic Objectives

The IDP objectives, strategies and interventions support the vision while the SDF is a spatial reflection of the vision, giving effect to the principles and fundamentals by guiding spatial development in the area. These objectives, strategies and programmes were formulated in support of the vision for the following sectors:

- **Spatial Development**

Objective	Strategy/Intervention
To improve spatial structure and definition of urban functions within the Ulundi Municipality and to improve access to opportunities in the urban core as well as rural areas	Establish a hierarchy of nodes
	Develop Rural Service Centres in District Nodes
	Formalise emerging settlements
	Provision and upgrading of basic infrastructure to address backlogs
	Develop a uniform Land Use Management Mechanism/ System
	Support Land Reform projects and security of tenure
	Promote a variety of housing typologies and densities to provide for all demand categories

- **Poverty Alleviation and Gender Equality**

Objective	Strategy/Intervention
To take the necessary steps to ensure the poverty alleviation, empowerment of women and socio-economic upliftment of the rural community	Formulate a Social Master Pan and strategy
	Enable the socio-economic empowerment of rural communities
	Provide accessible social facilities and markets
	Support and provide structure to survival economy
	Implement HIV/AIDS campaigns

- **Local Economic Development**

Objective	Strategy/Intervention
To stimulate local economic development to reverse the current trends of decline and lack in diversity of the economy "to growth economic pie"	Economic empowerment of the population
	Attract investment
	Stimulate the development of tourism
	Initiate dedicated economic development projects(LED Plan in place)

- **Environmental Management**

Objective	Strategy/Intervention
To encourage the development of strategic tools to guide decision-making for environmental management and sustainable development	SEA
	Promote an environmental awareness

- **Institutional Development**

Objective	Strategy/Intervention
Institutional Development To promote institutional structures which are fully representative, participative and empowered to champion social and economic change through transparent and co-operative governance	Capacitation and empowerment
	Enhance institutional capacity
	Implement the amalgamation plan
	Ensure community participation and involvement

3.3 Priority Issues

The IDP challenge and key issues that need to be addressed in the Ulundi context revolve around the fact that the communities residing in the rural areas are more severely affected by aspects such as poverty and service backlogs than the urban community. Community upliftment and economic empowerment should involve integrated projects of social infrastructure development, environmental management and local economic development. Empowerment programmes should essentially be focused on the rural areas. The general improvement and growth of the economy of Ulundi should focus on economic development, job creation, attraction of investment and maintenance of development standards within the urban areas. The spin-offs would ensure the future sustainability of this area and enable the Ulundi community to improve their quality of life.

Set against this background, the development foci for Ulundi are:

- Community upliftment and empowerment of rural areas.
- Economic development and attraction of investment – focused in specific nodes to benefit the entire area.
- Provision of basic engineering services and social services in rural areas.

The key priorities of the Ulundi IDP are:

- Addressing poverty through community upliftment and empowerment of rural areas.
- Diversification of the economic base and development of the tourism sector.
- Maintenance of main transport routes to ensure regional accessibility.
- Maintenance and upgrading of development standards in urban areas.
- The provision of basic services in rural areas.
- The need for a hierarchy of settlements to assist in the rationalisation of distribution of investment in infrastructure and community services.
- Increasing population densities around the urban settlements and rural nodes to optimise on capital and human resource investment in infrastructure and social services.
- Protection of cultural and environmental sensitive areas and creating an environmental awareness.
- Welfare services to provide support services to those affected by the HIV/AIDS pandemic.
- Provision and implementation of social and welfare facilities and programs in rural areas in nodal points which are more accessible to the larger concentrations of rural people.
- Optimising the tourism potential of the area, to the benefit of urban and rural communities;
- Land reform and tenure options to be considered that take cognisance of Tribal ruling;
- Local economic development to stimulate SMMEs, contributing to the economic wealth of the region.
- Creating institutional capacity to ensure effective and efficient service delivery.
- Mobilising all available sources of funding, including the effective collection of outstanding Municipal debt, to balance the operational and capital investment budgets of the Municipality.

3.4 Strategic Focus Areas

The strategic focus areas for development in the Ulundi Municipal area are based on the following fundamentals for development:

- Recognise Ulundi town as the primary service centre of the Ulundi Municipal area with a clear settlement hierarchy that needs to be established, i.e.:
  - Ulundi as the Regional Service Centre; and
  - Ceza, Mashona, Nqulwane, Mpungamhlope and Babanango as emerging rural nodes.
- Protect and promote public and private investment.
- Preserve and protect natural resources, cultural heritage and sensitive environmental areas.
- Support the socio-economic growth in Ulundi town and in rural nodes by providing appropriate and accessible social facilities.
- Encourage development of the economy by stimulating the tourism sector.
- Maintain and upgrade existing infrastructure and address services backlogs in rural areas.
- Formalise densely populated rural settlement create consistency in policies, strategies, land use management and by-laws.

3.5 IDP Programmes and Projects

The Ulundi vision is supported by various objectives and strategies to guide decision-making and the allocation of funds. Delivering on the expectations created through this can, however, only materialise if all efforts are focused on the implementation of those projects that would best serve in attaining the objectives.

It is possible to detail projects as a long wish list. This is, however, not the intention of this IDP. There is a critical need to implement projects that would achieve the greatest benefits in the short, medium and longer term within the context of available resources and funding. Specific attention is given to addressing the most critical backlogs in the Ulundi Municipality. This IDP therefore identifies projects based on addressing the needs of the Ulundi community. One project may satisfy more that one objective and strategy. To fully integrate delivery on this IDP, projects are not sectorally based, but allocated to specific delivery programmes.

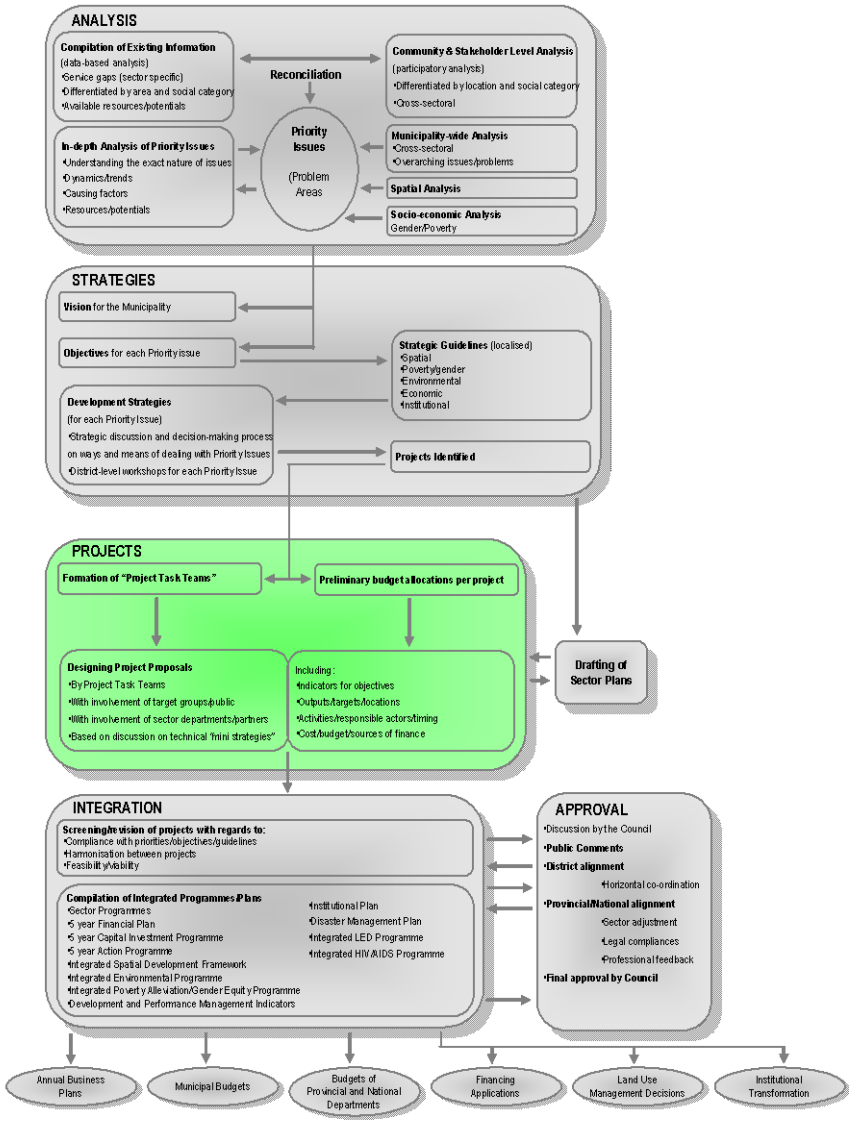
- Programme 1: Develop Rural Service Centres (RSCs)
- Programme 2: Development Framework Plans
- Programme 3: Sector Plans
- Programme 4: Feasibility Studies
- Programme 5: Social Development Plan
- Programme 6: HIV/AIDS Awareness and Prevention Campaign
- Programme 7: Local Economic Development
- Programme 8: Stimulate Investment
- Programme 9: Increased Revenue Base of Ulundi Municipality;
- Programme10:Communication Networks for Better Participative Governance
- Programme 11: Provision of Infrastructure
- Programme 12: Land Use Management

These programmes satisfy one or more objective and strategy and guide the identification of specific projects. It is critical that projects are implemented to ensure the greatest benefit in the short, medium and long term. Performance indicators for the Municipality are also linked to these programmes. It is also essential that these Programmes take due cognisance of current planning and developmental initiatives on a district, provincial and national level. Specific mention in this respect is needed of the Integrated Sustainable Rural Development Plan and the Nodal Delivery Task Teams.

Within these IDP Programmes capital projects are identified and prioritised by the Ulundi councillors. These capital projects are then linked to a budget and included in the Financial Plan, approved by Council and submitted to the MEC of the Department of Traditional and Local Government Affairs for approval.

Given current financial constraints, not all the projects identified by the Ulundi community and councillors can be addressed within the 2010/2011 financial year. This necessitates a prioritisation of projects with a focus on those that strengthen the Ulundi vision. It is therefore crucial that the identified projects are realistic within the Capital as well as the Operational budget.

4. ULUNDI IDP PROJECTS



Various programmes and projects have been identified at a Ward level and by the Ulundi Municipality itself to meet the challenges and to improve the quality of life for all resident and communities. Detailed information on these programmes and project are included in the Capital Investment Framework in **Annexure B and C**. These projects also have financial implications and need to be budgeted for. Moreover, they need to be aligned to the allocation of governmental and provincial funds as well as to the allocation of funds by other external and non-governmental funding agencies.

It is, however, a reality that the needs of the Ulundi area and the requirements in terms of delivery of infrastructure, facilities and services far outweigh the availability of financial resources – internally the Ulundi Municipality has no funds available for Capital investment and they are totally reliant on external funding. It is therefore critical that projects be prioritised. The following principles need to guide such a prioritisation process:

- Carry over expenditure from committed projects, critical projects (e.g. implementing projects and actions identified by previous IDPs).
- Legal requirements (e.g. the IDP and Sector Plans).
- Importance versus urgency, i.e. focus on projects that are important rather than urgent (e.g. addressing service backlogs).
- Effective allocation of funds supporting the concept of nodality in service and infrastructure provision.
- Desirability versus sustainability, i.e. focus on projects that are sustainable rather than desirable.
- Investment versus benefit, i.e. greatest impact per Rand spent.
- Community request/need.

This prioritisation needs to be undertaken as a prerequisite for the Ulundi Financial Plan and the Capital Investment Programme and Framework. Due to limited financial resources, the Financial Plan and the Capital Investment Programme and Framework that follow only include items qualifying in terms of the first three criteria. In the assessment of essential and necessary items, the following distinction was made to decide whether an item should be included in the first, second or third year:

- Consequence of doing nothing: e.g. the consequence of not providing water and sanitation to minimum standards in the short term is deemed more severe than the consequence of not providing sport and recreational facilities.
- Importance and urgency: although the provision of social services and engineering infrastructure is rated as urgent, attention to important aspects, such as environmental management cannot be overseen.

Financial resources need to be allocated on an equitable basis and co-ordinate all sectoral input. It is also necessary that a participative process be followed in the prioritisation of projects to ensure transparency and general "buy-in" into the results of such a process. Finally, prioritisation and the allocation of resources must always be guided by the Objectives and Strategies of this IDP in the strive to realise the Vision of the Ulundi community.

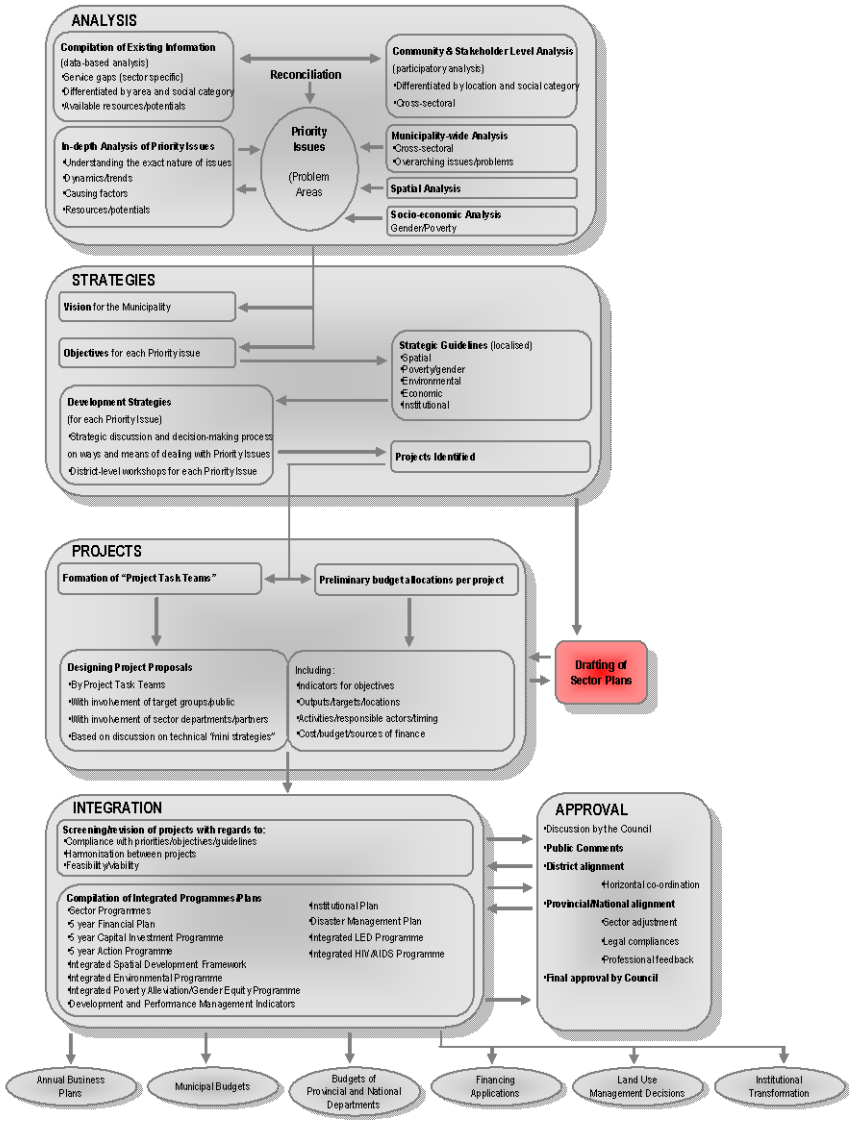
From the outset it is important to note that the success of the Ulundi IDP is critically dependent on the input received from the provincial service departments. The lack of coordination and cooperation between the Local and District Municipalities have yet again been one of the MECs major concerns and comments. A specific methodology, outlined in the Process Plan (Annexure A) has been followed to address these comments.

To facilitate the day-to-day management of these IDP projects a Project Performance Management System (Excel Spreadsheet) has been adopted as a management tool. This Project Management System makes specific reference to the project in relation to the Development Objective, Programme, Source of Funding, Implementing Agent, Responsible Department, and Estimated Budget whether committed or non-committed for a specific financial year.

It is imperative that the IDP projects form part of the organisational performance management system with specific reference to the national KPAs. This will ultimately inform the SDBIP for the Ulundi Municipality.

Spatially these priority projects are represented as follows:

5. SECTOR PLANS



The IDP requires the formulation of various Sector Plans. These Sector Plans form an integral part of the IDP and are the tools used to guide in the implementation of the IDP. They also provide the necessary framework for determining where and how funds must be allocated and spent to obtain maximum benefit for Ulundi's communities and residents.

The following Sector Plans form part of the Ulundi IDP:

- Water Services Development Plan
- Municipal Housing Plan
- Land Use Management System
- Roads and Storm Water Master Plan
- Transportation Plan
- Waste Management Plan
- Electrification Plan
- Social Master Plan
- Strategic Environmental Assessment
- Tourism and Marketing Plan
- Communication Strategy

Due to limited internal funding the Ulundi Municipality has to obtain funding for the compilation of these Sector Plans from external sources. This process ultimately results in a situation where the necessary Sector Plans cannot always be completed within the required timeframes. However, the Municipality is continually coordinating their efforts with potential funding agencies and in the process of sourcing the necessary funding to meet their obligations in terms of the IDP and these Sector Plans.

A summary of the progress and current status of all the Ulundi IDP Integration and Sector Plans are contained in **Annexure D** attached to this IDP Report.

5.1 Water Services Development Plan

The Ulundi Municipality Water Services Development Plan is an integral part of the Ulundi IDP process. It is intended to operationalise localised broader planning approaches typically adopted for WSDPs at a WSA level. It is also sector planning at local municipality level that contains the priorities and their relative weighting for the localised circumstances as opposed to the different priority models at a WSA level.

This Water Services Development Plan does not repeat work done in the IDP. It serves to address apparent gaps through recommendations and providing the Ulundi Municipality with a planning instrument that will assist in addressing developmental challenges at a local level.

The Ulundi IDP identified the **5 development nodes, i.e. Ceza, Mahlabathini, Mpungamhlophe, Nqulwana and Babanango** as the first priorities for planning and development. Consequently the WSDP also focuses on these development nodes as planning and development priorities for the provision of water supply and sanitation.

The minimum levels of water and sanitation services adopted are according to RDP standards. From an assessment of the IDP development nodes the following cost estimates are linked to the priority projects contained in the Ulundi IDP. Capital investment needs for bulk infrastructure which is reflected by the ZDM WSDP are, however, excluded.

Water Services:

IDP Development Node	Population estimate	Estimated no. of households below RDP service level	Total Cost (R million)*	
			Lower limit	Upper limit
Ceza	28088	3511	9,83	14,40
Mahlabathini	25624	3203	8,97	13,13
Mpungamhlope	7288	911	2,55	3,74
Nqulwana	13816	1727	4,84	7,08
Babanango	3328	416	1,16	1,71
TOTAL			27,35	40.06

* Estimated at Lower Limit = R2 800/household and Upper Limit = R4 100/household

Sanitation Services:

IDP Development Node	Population estimate	Estimated no. of households below RDP service level	Total Cost (R million)*		
			No Pit Lining	Pit Lining	Raised
Ceza	33888	4236	9,32	10,59	13,56
Mahlabathini	25624	889	1,96	2,22	2,84
Mpungamhlope	7288	911	2,00	2,28	2,92
Nqulwana	13816	2062	4,54	5,16	6,60
Babanango	3328	416	0,92	1,04	1,33
TOTAL			18,74	21,29	27,25

* Estimated at: No Pit Lining = R2 200/household, Pit Lining = R2 500/household and Raised = R3 200/household

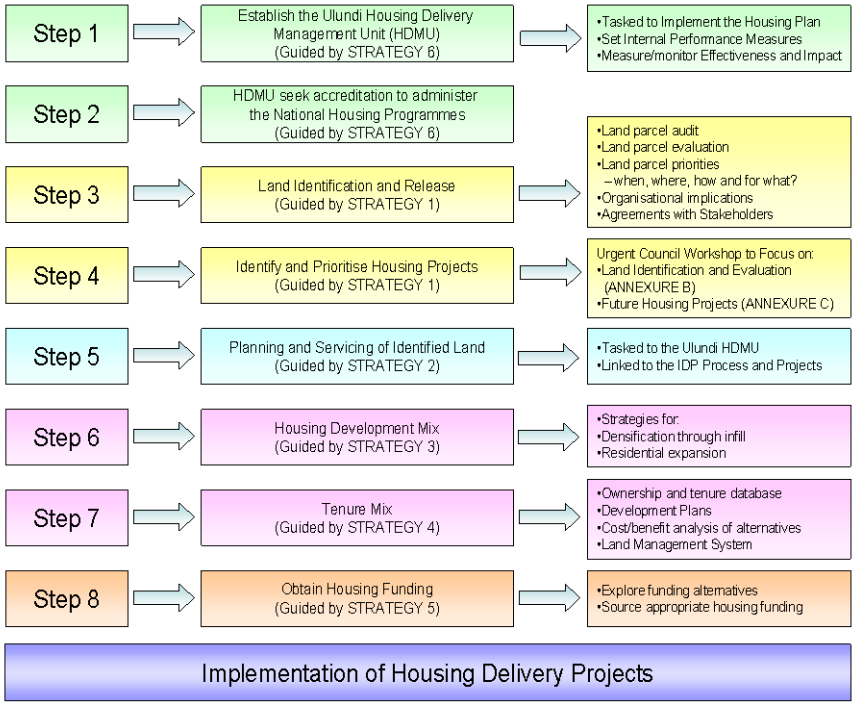
The following projects are to be undertaken within this context:

No.	Brief project description (Scope of work)	Estimated Costs
1	Internal reticulation - water loss project (phase 2)	RTBA
2	Ulundi rural sanitation	RTBA
3	Re-instatement of water services infrastructure (limited to supply mains) of Ulundi town itself	R3 500 000
4	Ceza water supply	R9 830 000
5	Ceza sanitation	R9 320 000
6	Mahlabathini water supply	R8 970 000
7	Mahlabathini sanitation	R1 960 000
8	Mpunganhlophe water supply	R2 550 000
9	Mpunganhlophe sanitation	R2 000 000
10	Nqulwana water supply	R4 840 000
11	Nqulwana sanitation	R4 540 000
12	Babanango water supply	R1 160 000
13	Babanango sanitation	R920 000
14	Water audit to enhance internal reticulation to increase levels of revenue collection	R98 000
Total for priority development		R49 688 000

5.2 Municipal Housing Plan

The Ulundi Housing Plan was drafted and submitted to Council in September 2006 when it was adopted in principle. There are numerous facets to this Ulundi Housing Plan and following on from the foundations that were established by the Ulundi SDF, this Housing Plan has delved into the implementation steps that are required to address the demand and at the same time achieve the vision and strategic objectives that focus on the provision of sustainable and viable human settlements throughout the Ulundi area. The Ulundi Housing Sector Plan sets out the following 8 step process as the Housing Delivery Process:

The 8 Step Housing Delivery Process



Ulundi IDP highlighted specific strategies towards housing delivery and sustainable settlements which need to be taken forward in the Ulundi Housing Sector Plan. The objective of developing a Housing Sector Plan for Ulundi is to improve the spatial structure and definition of urban functions within the Ulundi area, as well as to provide access to the opportunities in the urban core and surrounding rural areas as a vehicle to sustainable settlement.

The developmental priorities related to streamlined housing delivery and functional communities need to focus on the land parcels that will facilitate a coordinated and integrated development approach for the future sustainability of Ulundi, its peri-urban area and the emerging settlements of Mpungamhlope, Ceza, Nqulwane, Babanango and Mahlabathini. This needs to be a multi-dimensional initiative that facilitates an alternative tenure and typology mix in all of these areas.

5.3 Land Use Management System

Due to budgetary constraints it was decided to undertake the Ulundi LUMS in 2 distinct phases. The first phase was completed in August 2005 and a draft was submitted to the Ulundi Municipal Council. This initial Land Use Management System introduced the broad-based and more strategic component of the LUMS, also referred to as the Land Use Management Framework and was approved in principle. During the second phase, the detail level components of the LUMS will be developed and formulated. This phase is, however, subject to the availability of funds.

The Ulundi LUMS: Phase 1 consists of the following components as a basis for interim land use management in the Ulundi Municipal area:

- A Spatial Development Framework;
- A Land Use Management Framework;
- A broad based framework for development support service provision, both social and engineering related; and
- Environmental issues and requirements.

The main thrust of the LUMS as submitted is the Spatial Development Framework for Ulundi as a stepping stone for the formulation, approval and implementation of a fully-fledged LUMS. In addition, the LUMF provided guidelines and mechanisms for dealing with Land Use Management within the municipal area in the interim. These guidelines and mechanisms are specifically geared towards providing a tool for assessing and moving forward with applications for development within the municipal area with due cognisance of the strategic backdrop for such development provided by the Ulundi IDP, the SDF and other relevant policy guidelines. It should be noted that these are interim provisions and are to be replaced once the fully fledged LUMS, providing detailed level land use management mechanisms, has been prepared and approved.

Spatially the manifestation of the Ulundi Vision and SDF is represented by the LUMF Map. This LUMF Map is the basis on which the guidelines and mechanisms for land use management are formulated. For the purpose of this LUMF and to facilitate land use management in the interim, various Land Use Districts are earmarked and described, each with its own statement of intent, development guidelines and development mechanisms. The LUMS Manual was used as a guideline in this respect.

The final Ulundi LUMS will consist of a continuum of the various levels of planning schemes incorporating the entire range, from a rural to a comprehensive planning scheme. The process is now in hand for the compilation of the Comprehensive LUMS for the whole of the Ulundi Municipal area and this has been completed expected to be completed.

5.4 Remaining and Outstanding Sector Plans

There are a number of Sector Plan which have not yet been undertaken. These include:

5.4.1 Roads and Storm Water Master Plan

This Plan has not yet been done. This Roads and Storm Water Mater Plan would, however, assess the standard of roads in the Ulundi Municipal area and indicate the required programmes for their improvement and/or maintenance.

5.4.2 Transportation Plan

A proposal for the formulation of this sector plan has been adopted in principle. Transportation in general is considered the DMs responsibility, within the context of the Ulundi Municipality the transportation of people and goods, network infrastructure, transport medium, management and operation aspects would all for part of the Transportation Sector Plan.

5.4.3 Waste Management Plan

The Waste Management Plan has not yet been done. This Plan would, however, need to focus on an assessment of all landfill sites and permits, with due consideration of local, sub-regional and regional sites. Account management systems and operation aspects will also have to be incorporated.

5.4.4 Electrification Plan

A Sector Plan proposal for the preparation of the Ulundi Electrification Plan has been adopted in principle. This plan would, however, have to be aligned with the Regional Electrification Distribution (RED) Strategy as well as aspects related to current licensing areas and service providers.

5.4.5 Social Master Plan

The Social Master Plan has been completed. This Plan is linked to all aspects relating to social developmental services, including sports and recreation. There is a clear need for the establishment of multi-purpose service centres at identified nodes to cater for the effective and efficient provision of social and community facilities and services within the context of the Social Mater Plan. This also include the establishment and maintenance of referral networks, linkages with NGOs and other Service Providers. Social development programmes and projects also fall within the ambit of this Social Master Plan.

5.4.6 Strategic Environmental Assessment

The SEA has not yet been completed.

5.4.7 Tourism and Marketing Plan

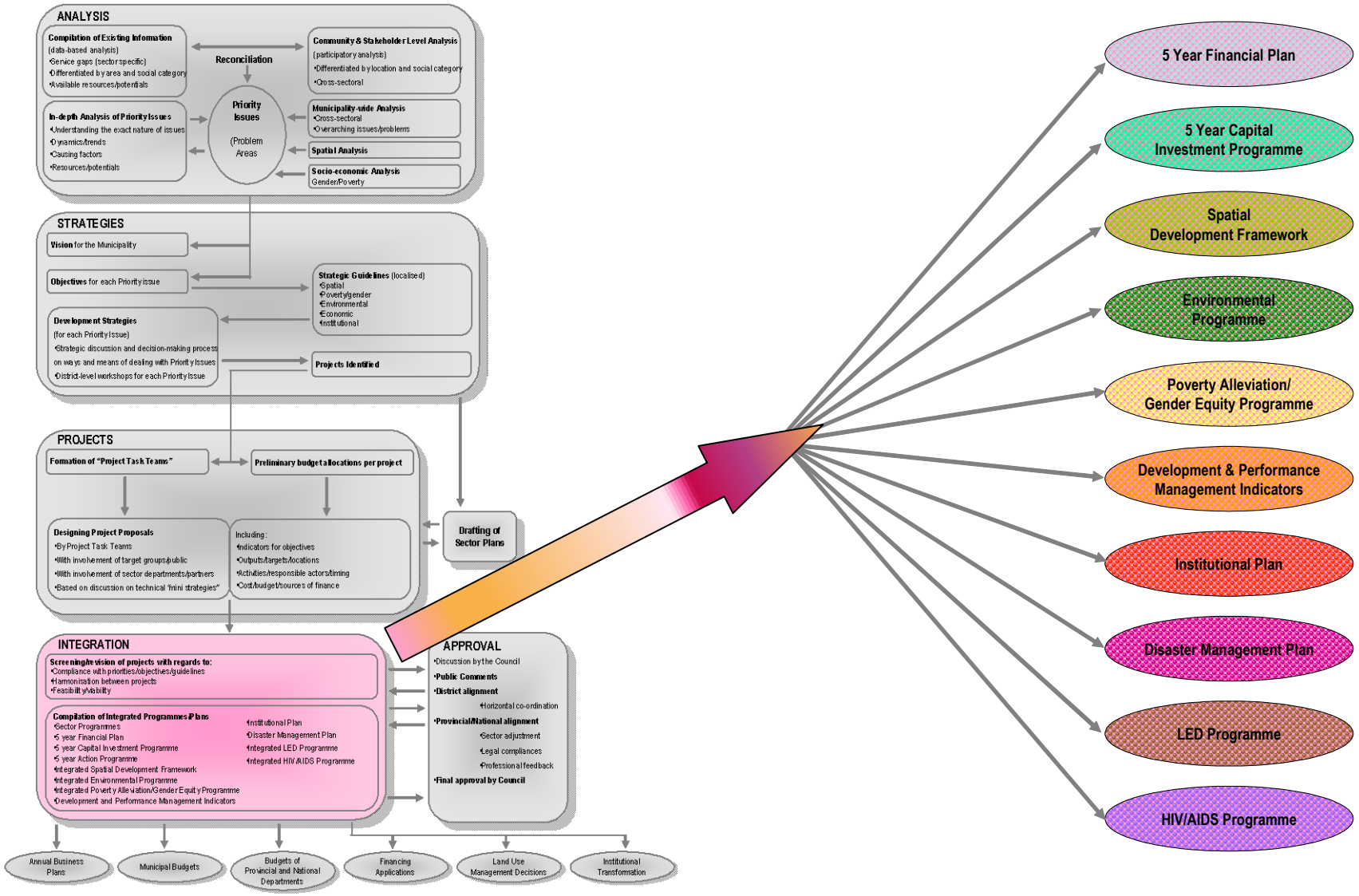
The DBSA funded the development of the Tourism and Marketing Plan for Ulundi. This Plan was prepared in consultation with DM as tourism authority. Ulundi Municipality has prepared their own local Tourism and Marketing Plan that is ultimately linked to LED as well as community based tourism and eco-tourism. The Tourism Officer was employed towards the end of 2009.

5.4.8 Communication Strategy

The Communication Strategy has been reviewed in 2008/2009 for 2009/2010.

6. INTEGRATION AND ALIGNMENT

This Section of the IDP is a culmination of all that has been done thus far and consists of the following components:



6.1 Institutional Financial Plan

One of the biggest challenges of this Financial Plan is matching increased service demands with a relatively stagnant revenue basis. This is further aggravated by the challenges of joblessness and HIV-ravaged households where the latter, more than often, are child-headed households. The restructuring of electricity supply also had a severely negative impact on Municipal revenue generation. This process resulted in the loss of revenue and fiscal surpluses that the Municipality was relying on.

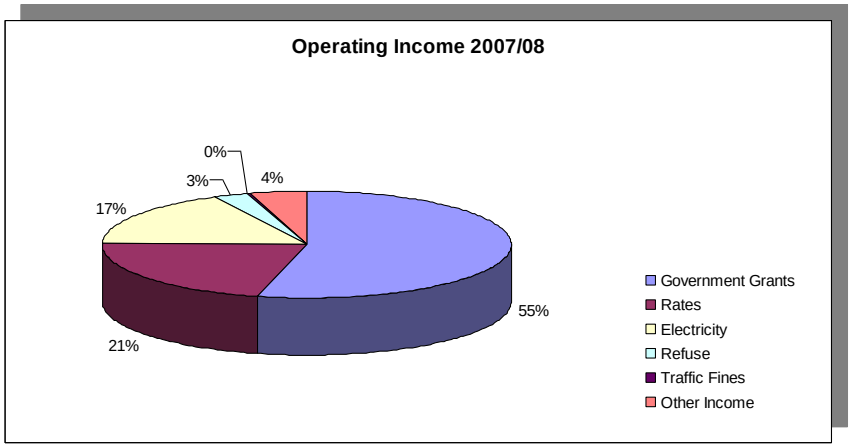
These challenges make the need for realistic and timeous financial planning even more critical. The Financial Plan is necessarily informed by available resources and therefore also victim of resource limits. This contradicts strongly with the demands of the Strategic Plan which is visionary and goal oriented, striving to achieve an improved quality of life for all the residents and communities in the Ulundi Municipality. However, a Strategic Plan without the support of a disciplined Financial Plan is ultimately doomed as unattainable and "pie in the sky". The Financial Plan provides the framework within which human challenges can be addressed in a realistic and often incremental manner based on the available resources. It steers away from creating unrealistic expectations, frustrations and anger.

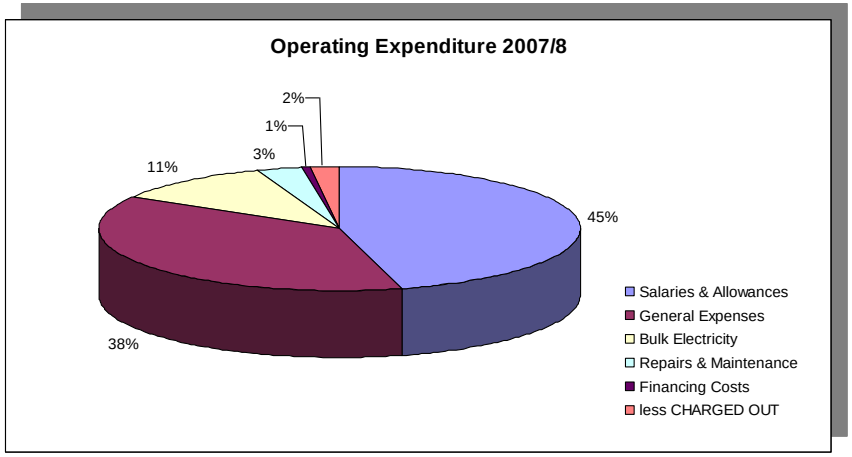
Ulundi Municipality is faced with the awesome task of eradicating its massive backlogs in service provision. This would require massive resources of more than a billion Rand to address. It is now paramount to concentrate on the financial planning part of this IDP to determine how and when these backlogs can be addressed on a sustainable basis and within the context of available resources.

Section 4 sets out a "wish list" of all possible projects that need to be undertaken to achieve the goals of this IDP. Knowing that there are limited resources, these were then prioritised based on which projects are the most important and address the most critical needs. The Financial Plan now has to determine which projects can be undertaken, how they should be phased and where funding should be obtained from, i.e. internally or externally or both.

6.1.1 Operating Revenue and Expenditure Framework

The graphs and table that follow indicate the expected medium-term operating revenue and expenditure for the Ulundi Municipality. It includes revenue that would actually flow into the Municipality as well as allowances for billed, but not collected income. The "bottom line" is the disposable operating revenue, i.e. the amount that the Municipality would have to allocate in terms of this Financial Plan.





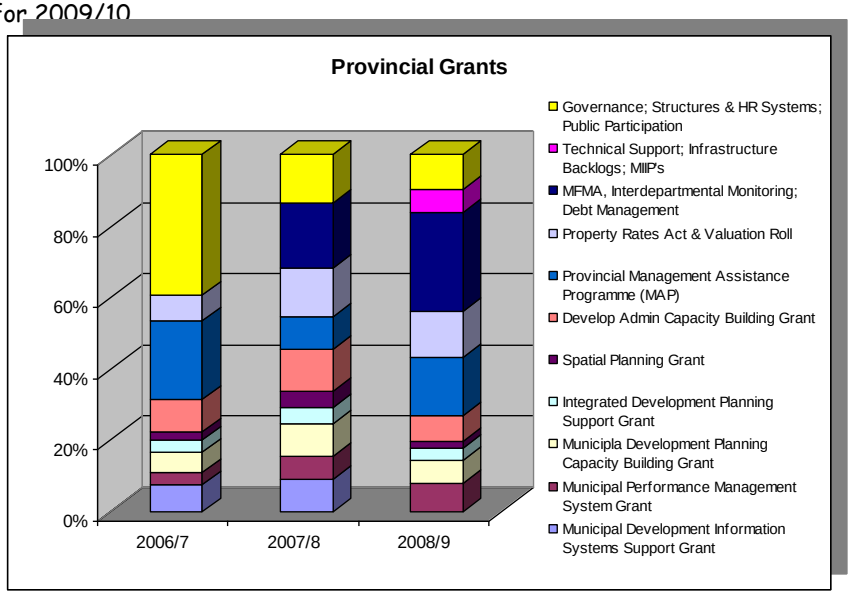
Operating Expenditure	Budget 2009/2010	%	Budget 2010/2011 000	%
Operating Income				
Government Grants	71 869 000	54.30	76 729 000	52.26
Rates	22 279 000	16.84	13 500 000	9.20
Electricity	22 537 940	17.03	45 700 500	31.13
Refuse	2 791 023	2.11	3 500 000	2.38
Traffic Fines	1 200 000	0.91	2 800 000	1.91
Other Income	11 655 500	8.81	4 585 500	3.12
Total Revenue	**132 332 463**	**100.0**	**146 815 500**	**100**
Operating Expenditure				
Salaries and Allowances	55 342 422	42.26	57 694 673	39.31
General Expenditure	56 455 027	43.11	57 286 851	39.03
Bulk Electricity	17 087 163	13.05	31 000 000	21.12
Repairs and Maintenance	3 696 415	2.82	801 200	0.55
Financing Costs	23 938	0.02		
Appropriation				
Less CHARGE OUT	-1 647 500	-1.26		
Total Expenditure	**130 957 465**	**100.0**	**146 782 724**	**100**

6.1.2 Capital Funding and Expenditure Framework

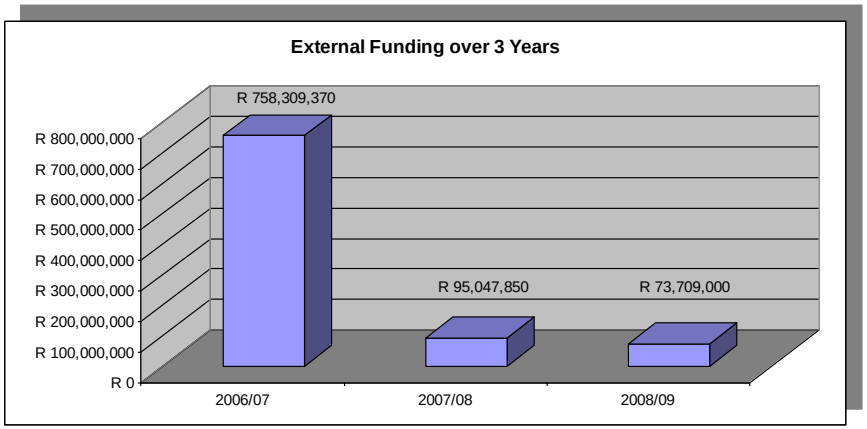
The purpose of the medium-term Capital Funding and Expenditure Framework is to set out a three year framework for money planned for capital investment programmes required to achieve the IDP objectives. This is directly linked to the strategic objectives of the Ulundi Municipality, thereby linking IDP objectives to an approved Municipal Budget.

There are no internal funds available for capital investment programmes in this IDP Financial Plan. The Ulundi Municipality is entirely dependant on external funds for such programmes. To fund any of this IDPs capital investment programmes and projects the Ulundi Municipality need to source external funds.

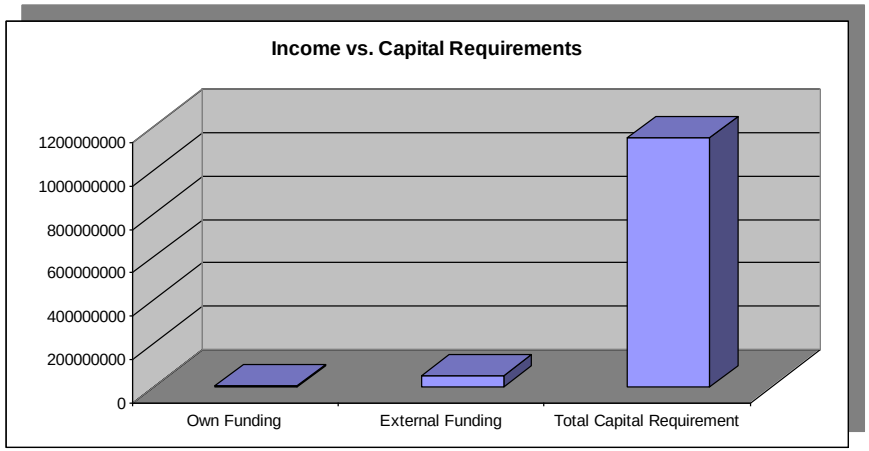
Provincial Grant received are in the order of R27 790 000 mainly from MIG for 2009/10



The total amounts of external funding over the medium-term (2009/2010 to 2010/2011) for capital investment in the Ulundi Municipality are as follows:



The total capital requirements, however, are enormous and far outweigh any available funding as illustrated in the graph below.



The details of the Capital Investment Framework is contained in the Ulundi CIP attached as **Annexure B** to this Report.

All the stakeholders in the Ulundi Municipality with development interests need to refer to the MTCF in the process of identifying the gaps that need to be filled. This Framework addresses the funding side of the capital framework, clearly showing that financial reserves will deplete by more than R6 million over the next three financial years, slowly but surely exhausting all reserves within a ten-year period. To address this critical issue the Ulundi Municipality recently developed the Asset Management, Funding and Accounting Policy. This Policy addresses, amongst others, the maintenance of fixed assets and the problem around ever increasing investment on fixed assets with no matching maintenance provision in the Financial Plan.

6.1.3 Strategies for Municipal Income Generation

Being a rural municipality it seems almost impossible to attract viable industries as the metropolis' of uMhlatuze and eThekwini are close enough to draw prospective industrial investors away. Ulundi is also not a major service centre for the timber and farming communities such as our sister municipalities of Abaqulusi, eDumbe and uPongolo. However, land sales to commercial businesses in Ulundi have escalated and bids awarded during the last quarter of 2007 exceeded R3 million. This will ensure increased rates and services income in the succeeding financial years. An R150 million shopping mall development commenced towards the end of 2007 and was completed at the end of 2008 thus meaning a significant economy boost, more rates, job creation and a changed picture of Ulundi Town.

Various options need to be considered to increase the income generation potential of the Municipality, with specific consideration given to:

- Growing and sustaining the economic basis of the entire Municipal area;
- Obtaining appropriate funding from external sources; and
- Collecting income due for services provided eg a massive vacant site operation began in 2008 and the sale stage should have positive results

To achieve this, the Ulundi Municipality needs to focus their Income Generation Strategies on the following:

Strategy	Description
Increase and Sustain the Revenue Base of the Municipality	To give effect to this Strategy the Council has to put in place an **Investment Policy**. This will allow the Council to make certain long-term investments in instruments such as Zero Rate bonds, Promissory Notes and other tradable paper to secure the repayment of external loans or as security at the Compensation Commissioner and the Road Accident Fund. It also limits the Council's exposure to any financial institution for long-term investments to not more that 25% of total long-term investments made. This Strategy, in particular, also needs to be considered in conjunction with the Municipality's approach towards LED and growth as the sustainability of the local economy would directly determine and influence the sustainability of the Municipal revenue base.
Realistic Tariff Setting	It is critical to ensure that tariffs are set at levels that directly relate to services and service delivery. This needs to occur in consultation with the community and should be sensitive to the economic

Strategy	Description
	development of the Municipality and even the District. Tariff increases occur within the National Treasury's set parameters for the 2010/2011 Budget.
Credit Control Measures	Credit control measures are applied to ensure the sustainability of the Municipality. Consideration needs to be given to "Municipal Debtors" or arrears in terms of a Council approved Credit Control Policy. This Policy could include a the implementation of a mechanism where the arrears of the Ulundi Municipality are used to leverage the payment of both current accounts and the reduction of these arrears.
Effective Revenue and Customer Care Management	The Municipality must ensure effective revenue and customer care management. One of the most critical aspects to be addressed within this Strategy is the correct and timely billing of all users. This Strategy also needs to elaborate on the collection of revenue and providing ratepayers, users and stakeholders with correct and relevant billing and related information. The eradication of the culture of non-payment also falls within the ambit of this Strategy.
Timely Sourcing of External Funds	It is important for the Municipality to know and explore the external funding network, i.e. who funds what, when, where and how? This would enable the Municipality to source appropriate funds at appropriate times for appropriate projects. The first step in support of this Strategy is to put together a database with the relevant information of all the potential external funding agencies. Liaison with these agencies on a regular basis needs to be established and maintained.
Prepare an Investment Plan	Local investment planning is a function that needs to be considered within the context of Municipal income generation. The identification of local projects appropriated for funding from internal and external sources should be based on sound management approaches. Given very limited resources the power to prioritise and determine which needs shall be met, is a very serious responsibility of the Ulundi Municipality. This Strategy involves the preparation of a medium-term and long-term Investment Plan that regenerates future income for the Municipality and thus sustainably maximise its potential and resources.
Forging Partnerships	The concept of a private sector/local government partnership is already well developed throughout the Country. Joint venture programmes between the municipal government and private entities or groups, are possible schemes to realise projects. Projects need to be identified that are viable for such partnerships. These projects should also have strong potential for Municipal income generation. The approach can be such that the Municipality will provide, for example, strategically located land while the private partner can put up the infrastructure.

The Municipality should look at allocating financial resources towards projects and programmes that can generate greater income in the future just as in any business.

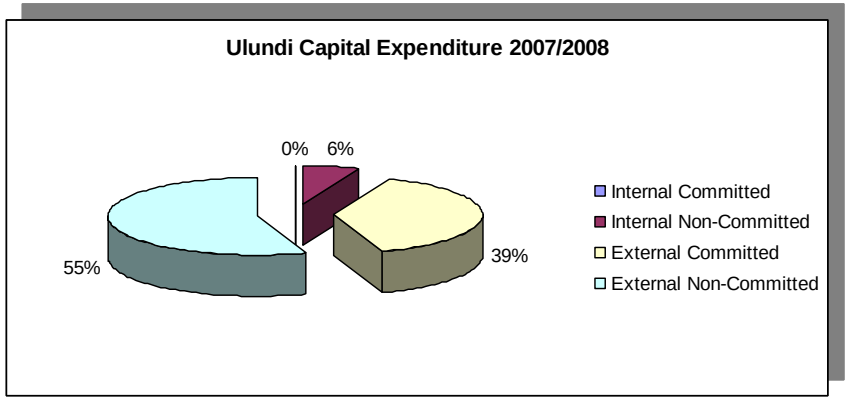
There is obviously very little to do in way of creative financing with very limited funds to begin with. Innovative approaches should instead be applied in raising revenues or sourcing funds for Municipal projects. The above Strategies are not exhaustive and the Municipality need to formulate and formalise more comprehensive and detailed Strategies in this respect. These 7 Strategies do, however, provide for a starting block and set the scene for what needs to happen in terms of increasing the income of the Municipality and sustaining that base. These Strategies are further supported by the Municipality's LED Programme with a focus on creating a healthy economy that would sustain and grow the Municipal income.

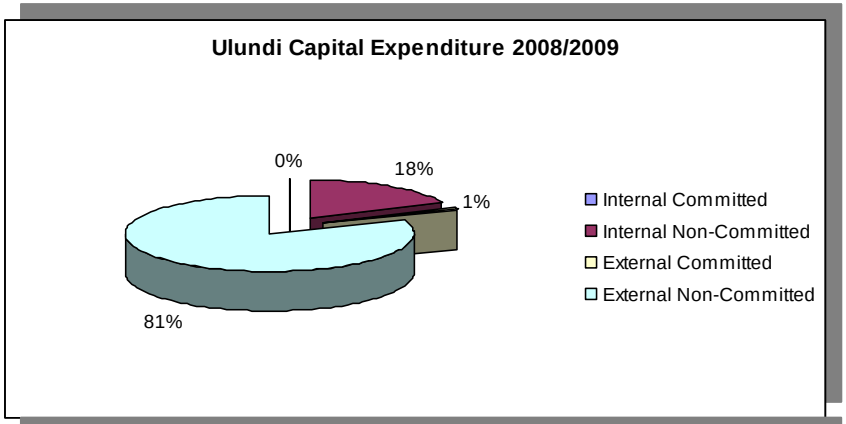
6.2 *Capital Investment Programme and Framework*

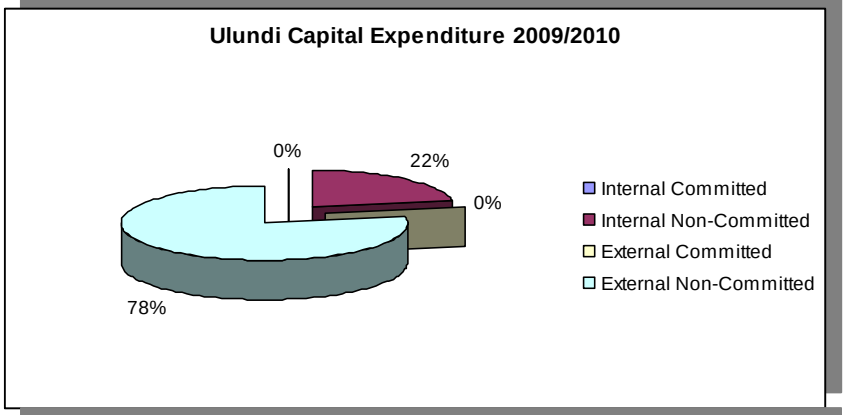
The Capital Investment Programme and Framework (**Annexure B**) focus on addressing backlogs and specifically the financial implications thereof. It provides a sense of both issues and costs. This allows the Ulundi Municipality and other spheres of government to come to grips with what needs to be done to address the backlogs in the area – in urgency and in financial terms.

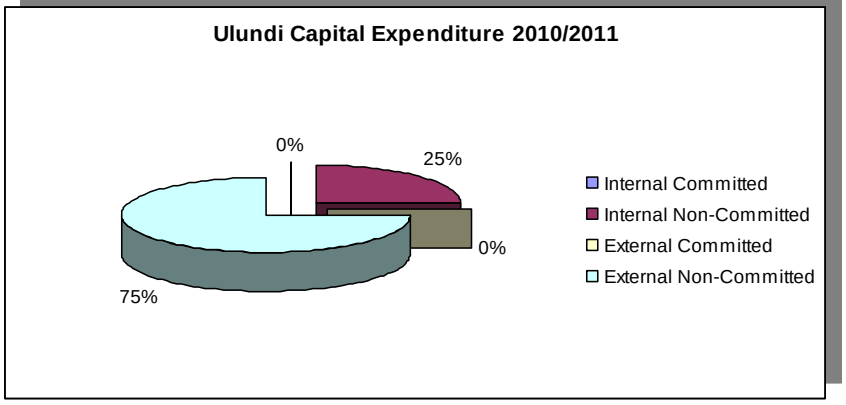
It should, however, be noted that the backlogs have not been spread over a 3 – 5 year timeframe as in the case of the MTCF. This is mainly due to the reluctance of both National and Provincial Government departments to participate in the IDP process or provide the necessary information. The Ulundi Municipality finds no prudence nor diligence in creating false expectations. However efforts are being made to increase the level of sector involvement as they are involved during public meetings.

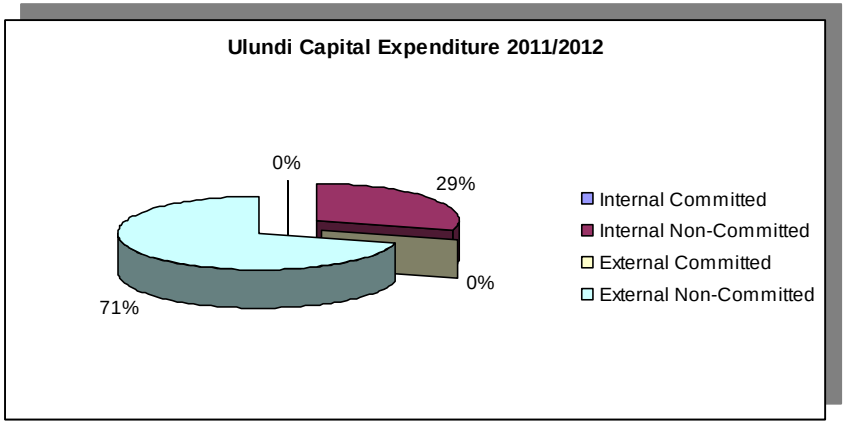
On a year-to-year basis the capital expenditure for Ulundi is represented as follows:



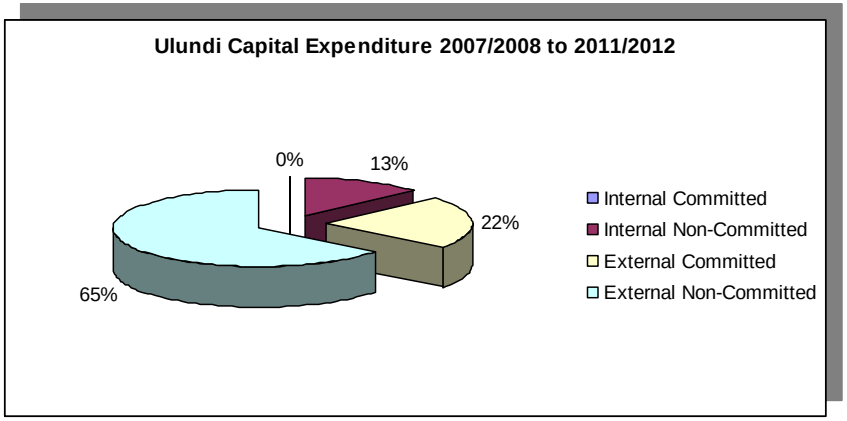








In summary, the Ulundi capital expenditure over the next 5 years is represented as follows:



A small fraction has been made in the Ulundi 2009/2010 capital budget for capital expenditure funded from the Municipality's own revenue. In accordance with GRAP accounting standards, which took effect in Ulundi Municipality form the 2006/07 financial year, capital expenditure can no longer be funded by way of contributions from own operating expenditure. Capital requirements must in future be funded through the Statement of Net Changes in Assets, previously known as the Appropriation Account. The annual financial statements for the 2005/06 financial year reflected an accumulated deficit of R8 million but this now history in Ulundi Municipality.

Within the context of this Capital Investment Programme and Framework, it is critical at all times that external financial resources be appropriately sourced, with specific reference to National and provincial funding programmes and initiatives such as EPWP, AsgiSA, DOH housing funding and Project Consolidate. In respect of the 2010/2011 financial year the primary sources of external funding are MIG, Project Consolidate and Corridor Development Programme.

6.3 Spatial Development Framework

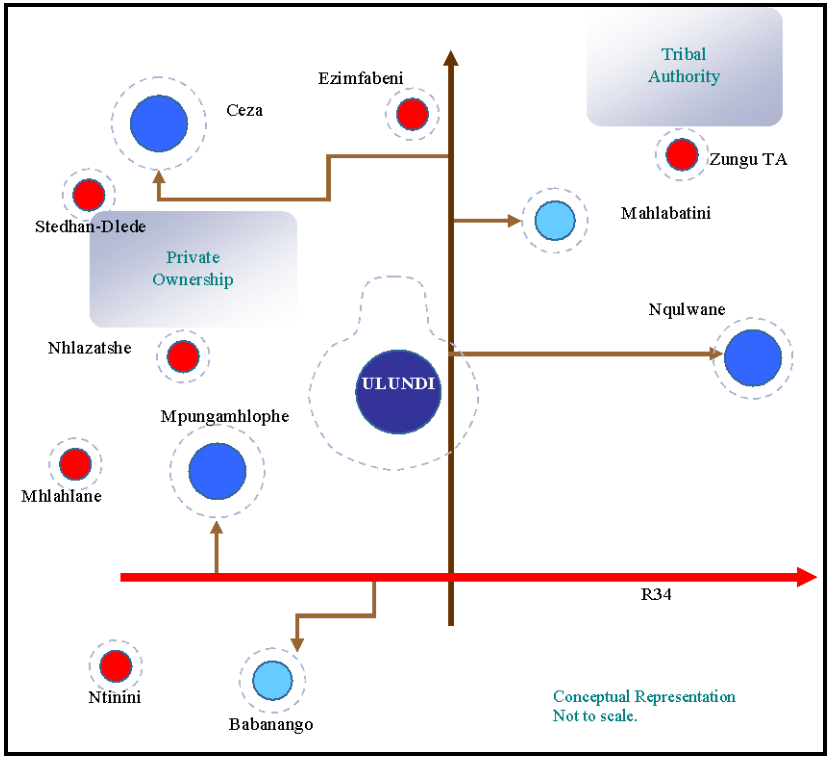
The SDF serves as a tool for the implementation of the IDP and localised spatial plans and policies, including the LUMS. It also serves to facilitate planning at a higher level by informing district and provincial authorities of the spatial development directives of the Ulundi Local Municipality. Furthermore, the broad purpose of the SDF is to provide strategic guidelines and principles in terms of which development initiatives and land use applications can be evaluated.

The SDF is guided by the following 5 spatial directives which form the foundation of an appropriate SDF:

Principle	Guidance
Equality	• Be treated equally by the Law • Equal protection and benefit of the law • Not to be unfairly discriminated against except as permitted in Terms of the Constitution
Efficiency refers to the most efficient use of human, financial, institutional and environmental resources for the betterment of society as a whole. This is achieved through mechanisms such as the optimum utilisation of services and social facilities etc that can be implemented through planning tools such as settlement hierarchies and nodes	• Ensure the best use of available resources • Develop and promote compact human settlements and discourage low density sprawl • Secure proximity between residential and workplaces taking into account the health and well- being of affected persons
Integration is largely to create a mutually supportive mix of activities. This can be achieved through mechanisms such as promoting the availability of residential and employment opportunities in close proximity to each other, providing a diverse combination of land uses in the urban areas, promoting affordable and appropriate housing in areas in close proximity to economic, social and transportation opportunities and promoting integration of urban-rural areas and urban-rural interface. Again nodal and corridor developments are important tools to implement this principle	• Promote efficient functional and integrated settlement patterns • Be functionally co-ordinated, aligned with, and take into account related policies and programmes including transportation systems • Promote integration of communities from diverse backgrounds • Facilitate appropriate mixed land development
Sustainability refers to the ability to achieve a balance of competing demands on land uses in a way that will sustain the social, economic and natural environments. The SDF supports the practical implication of this principle by tools and structuring elements such as the development of nodes, defining the urban edge, containing urban sprawl and open space networks that protect important natural environments.	• Ensure that land is used or developed only in accordance with the law • Take into account disaster management • Create synergy between economic, social and environmental concerns • Protect natural, environmental and cultural resources • Preserve the use of prime agricultural land & permit a change only in public interest
Fair and Good Governance	• Be lawful, reasonable and procedurally fair • Comply with the right to just administrative action • Take into account and promote the need of affected persons to understand its nature and effect • Promote efficient administration including: ○ The provision of adequate notice of details of officials who may affect the public ○ Inviting affected persons to forums at which spatial planning, land development and land use management decisions are taken ○ Taking decisions within pre-determined timeframes

The Strategic Development Rationale provides the overall approach to the development of Ulundi. This Rationale forms the premise for the Spatial Development Framework and the interventions put forward in terms of strategies, actions and projects.

The diagram below is a conceptual presentation of the Strategic Development Rationale.



The Strategic Development Rationale recognises the structural elements and aspects, which shaped Ulundi into its current form. These elements form the basis of the formulation of a Spatial Development Framework to deal with future physical development of the area. These structuring elements include:

- Dispersed settlements that developed with no order, are dependent on Ulundi and but exist in isolation;
- Ad hoc and unsustainable service and infrastructure provision also with no structure;
- Dense population concentrations around certain centres and dispersed settlements in deep rural areas due to the cultural value system;
- The alignment of the "Coal Line" that played a structuring role in the development of area; and
- The provincial road corridors (R34, R66 and P700), crossing through the area, have played a part in the development of urban settlements along its alignments. P700 increases the development impact in Ulundi.

The R34 and R66 routes provide regional accessibility. The R34 is the strongest, being the main transport link between Richards Bay and Mpumalanga. Ulundi town is not located on this route and chances of it expanding to such an extent that it would meet the road are slim, but P700 is an alternative since Ulundi is at the base of this corridor. It is, however, located on the secondary regional access route R66, which provides sub-regional accessibility within Zululand. The "Coal Line", which generally follows the alignment of the R34 in other areas, passes through the town of Ulundi. This provides opportunities for development in the secondary sector to develop should the possibility of importing and exporting freight through this mode of transport be capitalised on. Other roads in the area provide linkage between different rural settlements and are generally of a poor standard and poorly maintained. These linkages should be improved to facilitate the physical integration of the area and limit segregation due to physical constraints and distances between settlements.

The intersection of the R34 and R66 provides opportunities for the development of a future node. This node could be developed as a modal interchange for tourists or visitors to the area. The development of tourist facilities such as restaurants, curio shops and information services could stimulate the tourism industry of the area. The upgrading of the P700 route to Hluhluwe-Umfolozi Park and Richards Bay presents further opportunities for tourism development, as it will provide a shorter and more direct link to this Park from Mpumalanga and Gauteng. This would channel visitors via the Municipal area to the Park, stimulating growth in the tourism sector.

Ulundi town is the only urbanised area within the Municipality and the focus of all economic activity. It is surrounded by a number of large, densely populated tribal areas characterised by informal settlement patterns. These areas are completely reliant on Ulundi for employment, goods and services. In terms of population density, concentration and service demands, large sections of these tribal areas can be classified as emerging urban settlements. The urban area therefore has a large peripheral dependency, with large population concentrations located outside the formal urban area. There is a lack of structure, no clear hierarchy of nodes and complex movement patterns.

Ulundi town plays an important provincial role, as it is the secondary administrative hub of the province, serving the northern part of KwaZulu-Natal (Pietermaritzburg is the administrative capital of KwaZulu-Natal). Most of its job opportunities are therefore in the public sector. Ulundi is however still establishing itself as a centre of investment for private sector secondary and tertiary activities. Development through IDP projects and initiatives will stimulate growth in the economy. One of the reasons for the retarded development in the economy is the land tenure system of the Tribal Authorities, which does not create investor confidence. Land release opportunities will lead to increased confidence by investors.

The Strategic Development Rationale for the Ulundi Local Municipality is therefore to develop the area with a hierarchy of nodes. These nodes will form the focal points for development and service provision and ensure access to social and economic opportunities for the entire sub-region. The concentration of activities in and around nodes will stimulate the further development of higher order of activities, particularly in the emerging urban areas around the town of Ulundi. Improved transport linkages between these nodes will lead to a more effective functioning of public transport, which will increase accessibility for the poor to these economic and social opportunities. The R66 should be considered as a primary corridor and upgraded to an appropriate standard. It will facilitate easy access in a north south direction, linking Ulundi town with the N2 at Pongola.

The nodes will become the focal points for social and economic activities and enable access to all these services and opportunities. Social upliftment relates to improved human development through providing sustainable, accessible social facilities and access to job opportunities. The nodes will also form the specific intervention areas in terms of the IDP, where projects and actions will be initiated. Social and economic activities in these nodes should enjoy first priority in terms of the provision of new infrastructure and upgrading of existing infrastructure. The development of Rural Service Centres in these nodes will create the necessary stimulus for development of an emerging urban area.

Intervention in the emerging urban settlements around the identified nodes will be done through upgrading and formalisation of these areas. The preparation of Development Framework Plans will provide structure and guidance to an incremental service delivery. **(Annexure H)**

6.4 Integrated Environmental Programme

The Integrated Environmental Programme has not been undertaken yet. It is linked to the preparation of the SEA, which in turn will assist in the LUMS and Spatial Framework.

It is, however, imperative to note that decision-taking with regard to planning and the assessment of development proposals in environments which are sensitive for ecological or aesthetic reasons, or which may have special connotations in cultural or historic terms, is frequently the cause for controversy and public outcry. This often leads to breakdowns in communication between key role-layers and to the detriment of the decision-taking process itself. There is a clear and urgent need for a strategy which will promote effective communication during conceptual planning stages, and thereafter, as a meaningful input to formal and legally required EIA procedures.

In the assessment of planning and development proposals the following Assessment Procedure should be followed:

Step	What Needs to be Done?
1.	• Obtain all information required for proper assessment of the proposal and check on its legal implications. • Determine whether the applicant is within his/her rights and whether responsible authorities have fulfilled their legal obligations.
2.	• Arrange a discussion on the site of the proposed development between the applicant, representatives of the responsible authorities and relevant NGOs so that all aspects, positive or negative, can be weighed up against each other properly. • Use the Evaluation Criteria as a checklist during this discussion. Any comments available and arising from public scoping exercises must also be taken into account.
3.	• When all relevant information has been gathered during steps 1 and 2 above, check whether the proposed development is acceptable in terms of international agreements into which South Africa might have entered, e.g. in terms of Biosphere Reserves or Heritage Sites.
4.	• Report on the outcome of steps 1 to 3 for the use of the authorities who are responsible for taking final decisions and EIA procedures.

The following Evaluation Criteria apply:

Category	Criteria
Environmental	Can the proposed development: • Jeopardise the environmental integrity of the region covered by • the Biosphere Reserve and especially its core area? • Disrupt ecological processes such as water drainage patterns, groundwater equilibrium, micro-climate, or the interaction between the land and the sea? • Have a negative influence on biodiversity? • Have a negative influence upon characteristic landforms such as rocky outcrops, dunes, streams or wetlands? • Disrupt the habitat or movement of indigenous fauna? • Endanger vegetation types or communities which are indigenous and occur nowhere else in the region? • Hold pollution risks and/or add to cumulative pollution, which could threaten terrestrial-, aquatic- or marine environments? • Detract from visual values which characterize the region? • Endanger the genetic integrity of any life-forms indigenous to the region? • Lead to the introduction of alien plant or animal species? • Be implemented in such a manner that should it fail, the environment can be restored to its original state within an acceptable time frame and cost structure? • Be implemented with guarantees that any alternative development on the same site will also accommodate the required environmental safeguards?
Technical	• Be visually unobtrusive in terms of location, or through its architectural design and finishes? • Not lead to unacceptable environmental or visual impacts through the provision of services such as electricity, telephone lines, water, sewage disposal, road access and the handling of storm water? • B.3 Ensure effective but environmentally- and visually acceptable provision for fire-breaks and other fire protection services? • Limit building footprints in relation to available land surface so as to avoid undue environmental or visual impacts? • Ensure that water requirements will not contribute to the overloading of already limited supplies?

Category	Criteria
	• Allow staffing requirements to be kept within limits compatible with the region where the development is to take place? • Ensure that security can be provided without having to resort to unsightly methods such as razor wire, bright lights etc.? • Preclude unacceptable noise levels? • Preclude generation of unacceptable smells?
Economic	Accepting that economic initiatives must be financially viable, to what extent can the new development: • Contribute to local or regional economies in terms of rates, taxes or by any other means? • Generate foreign exchange? • Provide sustainable employment, not only during the development period, but also during the ongoing operational phase? • Promote tourism in keeping with the environmental characteristics of the region concerned? • Ensure that transport requirements will be in keeping with the capacity of regional road-, rail- or harbour infrastructure? • Avoid negative impacts upon the capital values of neighbouring properties? • Contribute to the conservation of the area in which the development is contemplated, either financially or through physical aid in aspects such as removal of alien vegetation, control of poaching or by any other means? • Maintain required and acceptable services over time?
Social	As poverty represents the greatest threat to the environment world-wide, can the proposed development: • Provide skills which can lead to sustainable quality of life and reasonable income levels for members of impoverished communities? • Provide ongoing employment opportunities? • Contribute to educational initiatives aimed at utilization of natural resources at sustainable levels or to their protection in other ways? • Bring about benefits to the wider communities from which employees are drawn? • Contribute to social needs such as health services, crèches, schools or care for the aged?
Cultural-Historic	As the cultural-historic heritage of any region is of immense value to its sense of place, the pride of local communities, promotion of tourism and the unfolding of its economic potential, will the proposed development: Ensure that features of cultural-historic importance such as old buildings and/or landscapes (rural and urban), pre-historic human habitats or dwelling places, rock paintings, shell middens, wrecks of ships (above and below water) or palaeontological artefacts, will be protected rather than destroyed? Preclude unauthorized removal of artefacts from sites of cultural-historic importance? Contribute to research and educational initiatives aimed at ensuring that the importance of our cultural-historic heritage is not overlooked?

Full details of the EIA and Environmental Application Procedure are included in **Annexure E** attached to this IDP.

6.5 Gender Equity Programme

A Gender Equity Programme was formulated, it is reviewed annually and implemented. Gender inequality is strongly linked with poverty and most accentuated in poor and marginalised communities such as those found in the rural areas of Ulundi. The following policy framework is geared towards achieving this:

Policy Dialogue	• Develop and maintain knowledge of the nature and scope of gender inequality for all sectors of local government responsibility and of strategies to overcome it • Address GE in all policy dialogue with other levels of government, institutions and civil society partners • Share with partners good practices, project and programme experiences and lessons promoting GE • Use policy dialogue activities to identify constraints, opportunities and entry points for promoting GE • Encourage participatory approaches by involving women's organisations and GE advocates in the policy dialogue process
Programming Frameworks	• Recognise GE as a cross-cutting issue and integrate gender analysis findings into the identification of programming areas, expected results and indicators • Developed this Programme on a basis of participation, including a wide range of female stakeholders at the local governmental level and from civil society or institutions • Use the findings of the initial gender analysis to establish a baseline against which to analyse and measure actual GE results achieved over time • Include assessment of progress on achieving GE results in the performance measurement framework.
Programme Assistance	• Actively promote positive images of women and their needs, interests and views • Bring together social scientists, government and civil society women's organisations and GE advocates in the dialogue on programme assistance initiatives, in order to design integrated approaches to economic and social reform that promote GE • Conduct gender analysis at the pre-design stage and reflecting its results in the design of programme assistance • Support and design economic assistance initiatives that respond to the needs and interests of poor women and men
Institutional Strengthening and Capacity Development	• Promote/support organisational changes that contributes to GE • Actively promote positive images of women and their needs, interests and views • Encourage women's participation throughout the organisation and developing strategies to increase their representation at decision-making levels • Support partners in developing their capacity to undertake gender analysis at the policy, programme, and institutional levels and to design and carry out GE programmes • Provide assistance to develop capacity at the local and sectoral levels to collect and make available sex-disaggregated data
Implementation Projects and Programmes	• Carry out gender analysis and integrating the findings into project and programme planning • Seek participation in the project design process by local organisations and individuals with GE expertise • Assess the potential impact of the project or programme on GE and ensuring that potential negative impacts on women and men are addressed • Identify and use opportunities to reduce gender inequalities • Ensure equal participation of women in all decision-making activities • Integrate GE into project results from the beginning and developing gender-sensitive performance indicators at the output, outcome and impact levels • Specify resources and results related to developing the capacity of local government and civil society partners to implement programming that supports GE • Develop a strategy to integrate GE results and allocating adequate funds for its implementation • Develop a selection process that gives adequate weight to assessment of the capacity of development and implementation agencies to address GE in the specific tasks or focus of projects or programmes • Create contracts and terms of reference that include clearly defined roles and responsibilities, objectives and specific results relating to the promotion of GE • Describe progress in the achievement of GE within performance measurement

The development of gender-sensitive indicators is part of a performance management process and determining the progress made towards achieving gender equality in the Ulundi Municipality through policies, projects and programmes. Within the IDP process the following need to be achieved:

- The identification of specific objectives that focus on the differences between women and men.
- That each major output (e.g. consultative meetings and workshops) refers to women and men and the gender inequalities that will be addressed by a specific objective.
- The way in which the different roles, needs and priorities of men and women will be addressed by planning activities are clearly described, addressing women's access to resources to participate and benefit.
- Assess whether appropriate activities have been designed to reach women in rural areas.
- The inclusion of immediate impact and benefit and that the outcome for both women and men are discussed in the anticipated results.
- That men and women as well as organisations and institutions with a gender mandate are observed as users of the indicators.
- The identification of quantitative and qualitative indicators to measure the gender sensitivity of a specific objective, immediate impact or major output for women and men.

Indicators that need to be considered in this respect include the following:

- Whether women have been consulted equally with men during the IDP process.
- Percentage of members of the IDP steering committee or representative forum who are women.
- Percentage of members of the ward committees who are women.
- Percentage of female council members who chair the budget/finance committees.
- Percentage of managers who have received gender awareness training.
- Percentage of money allocated for developing the skills of male and female municipal officials.
- Whether selection panels for staff recruitment include both men and women.
- Whether the performance contracts of the senior managers include the responsibility of ensuring gender equity.
- Whether men and women have equal benefits in terms of housing subsidies, medical aids and pension funds.
- Whether the municipality has child care facilities for employees.
- Whether strategies have been designed to address obstacles to women's participation in development processes.
- Number of health care facilities per 10 000 population.
- Percentage of HIV cases among pregnant women.
- Percentage of road length with street lighting.
- Whether procurement policies make provision for gender consideration in awarded contracts.
- Share of expenditure explicitly targeted for the promotion of gender equality.

Gender equality is not achieved overnight and its success will depend on the perseverance of the Ulundi Municipality in the implementation and execution of all their policies, projects and programmes to insist on the achievement of specific and clearly defined gender equality results. The progress towards of achieving this goal should be monitored and measured by gender-sensitive indicators that have been incorporated into the performance management cycle of the Municipality. Ultimately, the human rights, dignity and worth of all the inhabitants of Ulundi matter in considering the future sustainability of this area. Paramount in this regard is giving due consideration to gender equality – it is a cross-cutting issue and goal, not only about women, but about society equally valuing both the similarities and differences between women and men and the varying roles that they play.

6.6 Poverty Alleviation Programme

The Ulundi Municipality recognises the importance of addressing poverty alleviation through the implementation of a Poverty Relief/Alleviation Programme. However, due to financial constraints this Programme has not yet received the attention and dedication it requires. It should also be noted that this Programme goes hand-in-hand with the Council's LED Programme and specifically with regards to skills development and job creation.

Localised strategic guidelines for poverty alleviation should refer to the following:

- Specific local poverty situations and problems that should be addressed.
- Specific population groups to be taken care of by strategies and programmes.
- Appropriate ways and means of involving disadvantaged groups in the process.

In the process of process of addressing this issue of poverty alleviation specific mention is required of the following programmes and the contribution they would make in this regard:

- **AsgiSA**: This involves Government funding selected programmes that are intended to act as catalysts for economic development. The initial spending framework of AsgiSA includes 6 broad categories of government interventions primarily aimed at promoting the country's capacity to meet its development objectives as set in its Millennium Development Goals, i.e. halving poverty and unemployment by 2014. This is not a new economic policy, but rather an initiative comprising strategic interventions to counter the main constraints on economic growth. These government interventions are to take place in a number of selected social and economic areas. From a social point of view, the interventions are expected to bring real opportunities to transform the structures of production, income and ownership in favour of the poorest and most vulnerable social groups. AsgiSA is expected to drive the economy at a higher rate of growth (4.5% from 2006 to 2009, and 6% from 2010 to 2014) while expanding its redistributive benefits towards the majority of South Africans, who are trapped in the second economy. Like many other developmental initiatives, AsgiSA does, however, raise problems related to co-ordination, implementation and monitoring. To maximise the efficiency of this initiative these problems need to be addressed within the context of the IDP process.

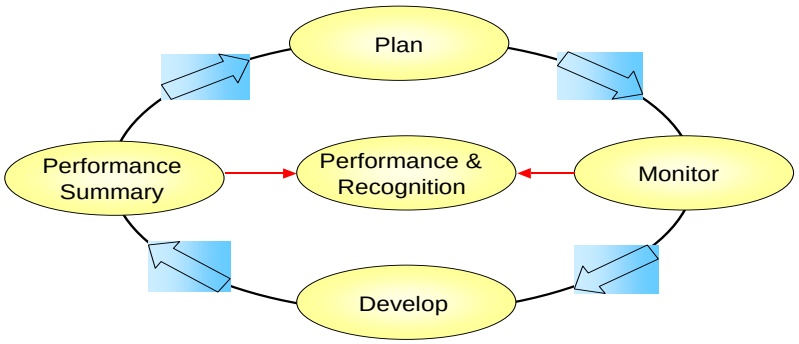
- **EPWP**: This is one of South African Government's short-to-medium term programmes aimed at the provision of additional work opportunities coupled with training. It is a national programme covering all spheres of government and state-owned enterprises. The EPWP is underpinned by 2 fundamental strategies to reduce unemployment. (a) To increase economic growth so that the number of net new jobs being created starts to exceed the number of new entrants into the labour market and (b) to improve the education system such that the workforce is able to take up the largely skilled work opportunities which economic growth will generate. In 2008, Ulundi Municipality is making an effort to comply with EPWP.

Finally, to ensure the formulation of a Credible IDP for the Ulundi Municipality the implementation of these initiatives are now called for. The Poverty Alleviation Programme for Ulundi needs to take these matters forward in an integrated way, ultimately aimed at the sustainability and growth of the area.

6.7 Development and Performance Management Indicators

The Ulundi Council reviewed and approved their Organisational PMS in 2009/2010 IDP Review cycle. Details of this PMS are contained in **Annexure F**. The PMS is implemented, monitored and evaluation.

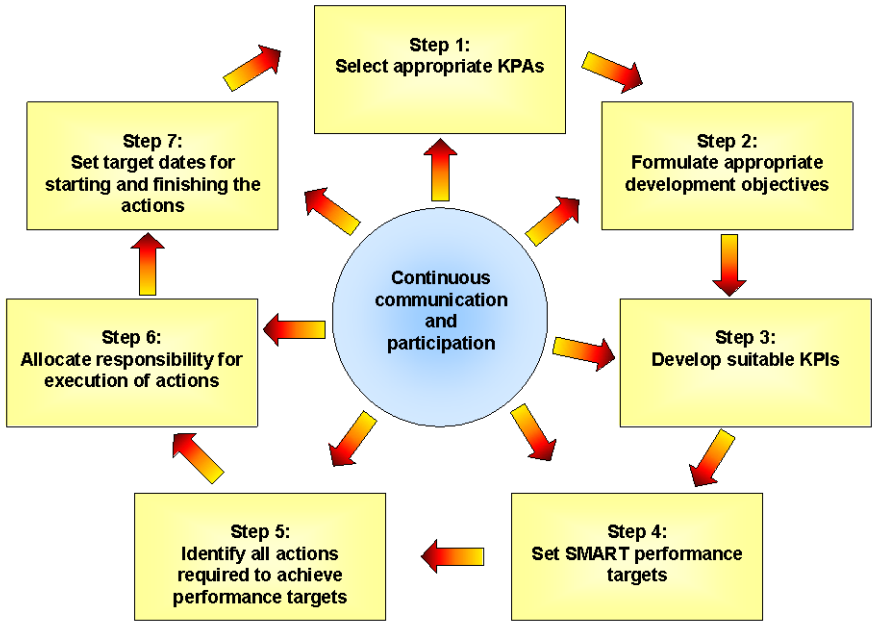
The Ulundi IDP forms the basis of the PMS and provides the institutional analysis and assessment of the Municipality's capacity, ability, resources, systems and procedures in developing and implementing a PMS. Essentially developing the Ulundi PMS implies that a framework is developed that describes and represents how the Municipality's cycle and performance planning, monitoring, measurement, review and reporting will happen, be organised and be managed, whilst determining the roles of different role player. The Ulundi PMS consists of the following components:



Components of the Performance Management System

After The FAA Performance Management System

The following flow diagram shows a step-by-step approach to setting the performance measures of the Ulundi Organisational PMS:



The Ulundi PMS does the following:

- Demonstrates how it will operate and be managed from the planning stage up to the stages of performance review and reporting.
- Defines the roles and responsibilities of each role-player, including the local community, in the functioning of the system.
- Clarifies the process of implementing the system within the framework of the IDP process.
- Determines the frequency of reporting and the lines of accountability for performance.
- Links the organisational performance to employee performance.
- Provides for the procedure by which the system is linked with the municipality's IDP processes.
- Show how any general key performance indicators contained in the Municipal Planning and Performance Management Regulations, 2001, will be incorporated into the municipality's planning and monitoring processes.

6.8 *Organisational Plan*

The Organisational Plan has not been formulated yet. It would, however, be critical to link this plan with the Organisational Performance Management System.

The objectives of an Organisational Plan are as follows:

- To ensure that a consistent and integrated set of measures are put in place for organisational development based on the development role of the Municipality.
- To ensure that the organisational – planning links are made and implementation can occur.
- To provide for gender equity and appropriate transformation in the light of the Constitution as well as the Employment Equity Act.
- To review the organisational arrangements and implications of the planning process in keeping with the IDP Guide Pack.
- To ensure that the IDP is used as an integrated management tool focused on sustainability, developmental governance and gender equity.

The Ulundi Municipality have created sufficient and dedicated institutional capacity to deal with the IDP, its monitoring and its alignment/integration. The following capacities exist and have been created:

IDP Capacity	Responsibilities/Tasks
Municipal Manager	• Spearheading IDP process • Ensuring coordination between councillors, officials and stakeholders • Delegates specific responsibilities, actions and tasks to nominated persons
IDP Officer	Assists the Municipal Manager in the management and coordination of the IDP process, specifically regarding: • Preparation of the IDP Business/Action Plan • Ensuring involvement of all role-players and stakeholders • Ensuring that the public participation process is effective and participatory
	• Ensuring that the IDP is completed within the time frame and budget • Responding to input from participants and stakeholders on the IDP • Amending the IDP in accordance with the proposals from the MEC • Local economic development • Tourism Plan • Performance Management Systems
IDP Steering Committee	Overall alignment, coordination, integration, monitoring and evaluation of the IDP process
IDP Representative Forum	• This Forum represents the interests of the community • It provides a vehicle for discussion and communication among stakeholders • Involved in the identification of needs • Confirmation of existing objectives and strategies • Formulation and input into new objectives and strategies • Identification and prioritisation of projects • Input into sector plans

Ulundi Municipality as an institution is also indisputably aware of its developmental role and Constitutional responsibilities. All these aspects now need to be integrated into their Organisational Plan.

For the purpose of the institution's performance management system, the Municipality has divided performance areas into six broad bands, namely:

- Planning and LED
- Finance Management and Viability
- Service Delivery and Infrastructure
- Good Governance and Community Participation
- Institution's Development and Transformation
- Spatial Development Programme

This is discussed in more detail in Section 6.7 of this IDP Report.

6.9 Disaster Management Plan

Disaster Management is a district Municipality function in terms of Section 84 of the Municipal Systems Act, 2000. Despite this, the Ulundi Municipality has formulated its own Disaster Management Plan which has been adopted and submitted to the Zululand District Municipality.

The Ulundi Disaster Management Plan focuses on the following Strategies:

Strategy	Context, Implications and Action
Initiate a process of disaster mitigation within the Ulundi Municipal area	• Determine existing hazards, risks and vulnerability • Determine capacity to respond to these hazard, risks and vulnerabilities • Promote awareness and the need to reduce and/or eliminate the identified risks and hazards • Maintain a database of all identified risks and hazards. Study trends and measure effectiveness of disaster management projects, programmes and actions
Undertake an audit of the preparedness of the Ulundi Municipality and other role-players in dealing with disasters and potential disasters and devise mechanisms to deal with such disasters	• Based on identified risks and hazards, do a vulnerability assessment of all related risks and consequences • In response to identified disasters and potential disasters, develop contingency plans which will provide a comprehensive framework for disaster preparedness, emergency operations and recovery activities. Included is an assessment of manpower, response and referral networks and capacity to deal with such situations • Identify appropriate practical mechanisms and systems to be used to disseminate information, warnings and operational guidelines
Develop appropriate response mechanisms, procedures, protocol and methodology to effectively deal with disasters	• Determine agencies and role-players to involve • Determine the resources that are required • Determine budgetary requirements and ensure that participants in disaster management processes and procedures are adequately trained and equipped
Identify specific locations and/or communities at risk of disaster and put plans and procedures in place to ensure maximum readiness to deal with such disasters	• Avoid settlements in high risk areas, particularly in floodplains and geologically unstable areas • Ensure that geotechnical investigations are undertaken prior to development and that appropriate construction technologies are used • Conduct public awareness and education programmes, particularly emphasising emergency contact numbers and emergency procedures • Determine 1:50 and 1:100 year flood lines prior to development and prohibit development within these flood lines • Install new and additional fire hydrants throughout the Ulundi area • Establish a 24-hour control centre, as contemplated in the Disaster Management Bill, to serve the Ulundi Municipal area • Acquire equipment for this control centre • Establish linkages with district, provincial and national disaster management bodies in support of the District Disaster Management Plan
Enhance and expand security and policing in the Ulundi Municipal area	• Establish satellite police stations in rural areas not currently served by such services • Establish community policing forums • Support existing forums and their activities, including those focused on protection of farms
Devise and implement appropriate recovery mechanisms as part of the integrated approach to disaster management in an effort to minimise the future potential of hazards, risks and vulnerability	• Provide sustainable and cost effective development • Encourage community empowerment, upliftment and self-development programmes • Evaluate recovery actions to minimise future threats • Continually re-evaluate policies on disaster management

A range of disaster management specific projects are in the process of being implemented. Of note in this respect is the establishment of a Disaster Control Centre in Ulundi which is run by the Zululand District Municipality.

6.10 LED Programme

Local economic development are not just buzzwords adopted by politicians. Nor is it a complex plan that can only be deciphered by technical experts. Quite simply, LED is about local people taking control and responsibility for job growth and the economic well-being of their community.

While the need to stimulate job creation and build the economy is recognised, local authorities are confronted and challenged with playing an active role in supporting economic growth and development. The Constitution specifically calls upon local authorities to "promote the social and economic development of the community" over an above the provision of traditional functions of service delivery and administrating by-laws.

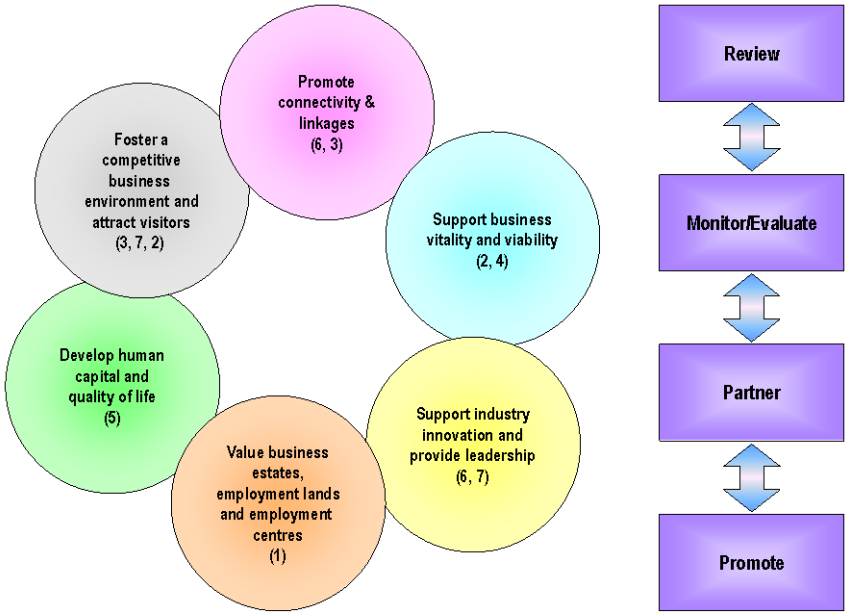
The key strategies involved in LED include, amongst others:

- Support of small businesses,
- Improvement in urban infrastructure and services;
- Human resource development through training, skills development, etc.;
- Information and advice services, e.g. local business service centres;
- Investment in particular sectors, e.g. manufacturing or tourism;
- Local purchasing and servicing arrangements; and
- Place marketing.
- Special programmes for marginalized groups -Woman, Youth, Disabled.

These strategies go hand in hand with the income generation strategies of the local authority. It becomes a mutually beneficial strive towards a sustainable economy where people can generate an income, pay for municipal services and ensure sustained service delivery. Increasing the economic base of the Municipal area secures economic sustainability and contributes significantly to the income generation potential of the Municipality itself. People that are able to pay for services lessen the burden on internal resources and the need to find external sources for basic services and maintenance of such services. This allows the Municipality to sustain certain levels of services for all residents on a self-reliant basis. The allocation of externally sourced funding can then be allocated to areas of greater need to address more critical challenges. The question, however, remains on what a local authority can and should do, focussing on these key LED strategies, to achieve its given mandate in respect of economic growth and development. Ultimately the Ulundi Municipality wants to:

- Provide leadership in stimulating economic growth and development within its area of jurisdiction.
- Focus efforts on the long-term needs of the Municipality's economy and ensure that short-term objectives are met.
- Provide a culture which fosters the creation and maintenance of employment.
- Ensure that social and environmental well-being is safeguarded whilst focusing on economic development.
- Encourage further development of the Municipality's attractions.

The following Strategies should be put in place to achieve these objectives:



(Brackets refer to the Strategies in Table A)

6.10.1 Economic Empowerment of the Population

Stimulating the economy begins with the promotion and development of human resources, i.e.:

- Formulating a focused strategy to provide adult literacy and skills training programmes and facilities as part of an economic empowerment strategy.
- Promote and establish advice units at Rural Service Centres to improve skills and to contribute to socio-economic upliftment.
- Support community gardening programmes and projects to assist self-help feeding schemes.
- Establish markets for trading and marketing of crafts, art and agricultural products. These markets can also be combined with tourism development and the development of RSCs.
- Directing all efforts towards job creation to form part of a holistic marketing and investment plan. Include interventions that empower and capacitate **SMMEs, Woman, Youth and Disabled** with continued support and financial assistance.

6.10.2 Stimulate Investment

Various industries that can be stimulated and developed in the economic development endeavours of the Ulundi Municipality, i.e.:

- Investment should be drawn to the area through the Council's Business Marketing Plan and the incentive schemes it contains.
- Specific attention to reinforcing the primary sector and attracting investment that will develop the secondary and tourism sectors.
- The area has significant agricultural potential to be gained from. This sector should be supported through the provision of supporting services, improved infrastructure and effective marketing. The settlement of secondary sector agri-industries in support of the agricultural sector should be encouraged in the area.

6.10.3 Stimulate the Development of Tourism

The area has a wealth of cultural, historical and natural elements, which should form the backbone of a healthy tourism industry. Despite these opportunities there has been little development in this sector. This is mainly due to the lack of a financial power on what the area has to offer. There should be a training programme for tourist workers, a marketing plan and an investment plan with a specific focus on the potential of eco-tourism, avi-tourism (bird tourism) and the rich history and culture of the area. To achieve this, a comprehensive Tourism and Marketing Strategy was formulated.

Community tourism projects in areas of scenic beauty and historic/cultural importance should be encouraged and supported through the tourism development programme and strategy. This will include the identification of these areas and earmarking sites for potential community projects.

6.10.4 Formulating a Local Economic Development Strategy

Due to the scale of potential economic growth of the Ulundi area, the challenges for development will focus on managing, enhancing and directing expected growth towards the creation of job opportunities for local residents and communities. It is formulated at a District Level. This Strategy should have several dimensions that will be encompassed in all strategies. These include:

- Promoting the connectivity and linkages of business.
- Fostering a competitive business environment.
- Supporting business innovation.
- Enhancing human capital.
- Valuing employment and business centres as important components for the Municipality's developmental landscape.

These dimensions are interlinked and will directly influence the Municipality's approach to Local Economic Development.

Table A that follows gives a clear indication of what is envisaged for local economic development and job creation in this IDP. It highlights the

strategies and actions that the Ulundi Municipality needs to take in its role as champion of local economic development.

Table A: Strategic Framework for the Ulundi Economic Development Strategy

	Strategy 1: Value Employment Creating Land Development	Strategy 2: Leverage New Employment in Existing Industry	Strategy 3: Centre for Tourism	Strategy 4: New Business Call it "Home"	Strategy 5: Cultivate Innovation and Learning	Strategy 6: Develop Smart Business Networks, Alliances And Partnerships	Strategy 7: Coordinate and Lead Industry
Vision	To promote employment among developing land and employment centres and pursue employment generating infrastructure for such lands	To work with key economic and employment drivers to facilitate improved competitiveness and job growth	To develop as a local, regional and international tourism destination	To attract high quality, sustainable and smart business	To become a centre for excellence in innovation and life-long learning among business and community	To add value to business by developing and supporting its own networks, industry clusters and public-private partnerships	To recognise its role in economic development and provide comprehensive leadership and representation of business at a strategic level
Initiatives	•Ensure employment impacts are considered in new land developments • Work with relevant planning authorities to support employment growth •Identify and address the infrastructure requirement of local business and industry •Facilitate contact between major land owners and inbound investment opportunities •Develop Municipal land as demonstrator of best practice examples of economic development	•Identify the Municipality's major economic drivers and emerging businesses and industries •Facilitate employment growth in key sectors •Link industry with beneficial customer and supplier networks •Offer support to economic development projects •Facilitate delivery of export training with export bodies •Engage local industry in import substitution initiatives •Develop business and industry working groups	•Develop and maintain a tourism network •Develop, implement and maintain a tourism-marketing plan for the Municipality •Develop appropriate tourism marketing material •Adopt a Municipal wide approach to tourism •Develop industry-based tourism branding •Develop new tourism products, including bundled and new physical tourism assets •Work with peak bodies to identify tourism opportunity •Coordinate operator representation at trade shows •Produce a tourism events calendar •Conduct research	•Attract external investment •Facilitate investment in local businesses •Develop and maintain a Municipal investment prospectus •Manage investment enquiries •Market and promote the Municipality as a place to invest •Support business incubation initiatives •Support SMME growth	•Build partnerships with regional and national role-players to facilitate an understanding of industry training needs •Develop global economic linkages through sister Cities •Seek continual improvement of ICT infrastructure •Support and involve industry in public and private innovation networks •Develop catalytic innovation projects to promote knowledge-based employment growth	•Network with local industry •Develop an industry cluster strategy •Engage local industry in government growth programmes •Liaise with relevant industry bodies •Support local business networks •Build strategic partnerships with infrastructure agencies •Identify planned private sector development and investments •Partner with other regions to develop trade relationships and collaborative projects	•Facilitate an effective leadership group •Work with external economic development agencies •Represent local industry to agencies, investors and trade delegations •Inform, disseminate and refer local business with useful business information •Facilitate a CEO forum •Benchmark local economic performance via economic and industry indicators

6.11 HIV/AIDS Programme

The HIV/AIDS strategy exists and identified programmes are implemented. The HIV/AIDS co-ordinator was employed in 2009/10 financial year.

The following strategies form the basis of the Ulundi Municipality's response to the HIV/AIDS challenge:

Strategy	Actions
Promote Safe and Healthy Sexual Behaviour	• Provide/facilitate provision of HIV/AIDS/STD education to increase public awareness • Use an effective communication strategy that will encourage behavioural change and openness, ensuring the effective dissemination of information; • Improve STD management by promoting increased condom use to reduce STD and HIV incidence and prevalence • Increase the number and extent of projects that target HIV high transmission areas in Ulundi area • Identify, train and support peer educators and counsellors, specifically in the school environment • Develop and implement counselling and care programmes • Improve access to and use of male and female condoms by providing assistance to expand condom distribution
Reduce MTCT	• Develop counselling guidelines for Municipal health personnel • Train counsellors • Improve family planning services to known HIV positive women
Improve Access to Voluntary Testing and Counselling	• Increase access to voluntary HIV testing and counselling to promote behavioural change and appropriate referral to services • Promote access to VTC services, especially for the youth and involving schools and school programmes in this regard.
Promote Treatment, Care and Support Services in Health Facilities	• Develop guidelines for the treatment and care of HIV/AIDS patients in health facilities and in the community, taking cognisance of such guidelines at National level and an adaptation thereof to the specific circumstances of the Ulundi Municipality • Assist in the establishment of strong links between health facilities and community-based programmes • Strengthen the capacity of health personnel to provide HIV/AIDS, STDs and TB treatment, care and support • Improve the treatment of HIV positive persons and persons with AIDS to promote better quality of life and limit the need for hospital care • Improve the prevention and treatment of TB and other opportunistic infections • Develop appropriate home-based care implementation guidelines • Establish intersectoral task teams at community level to develop, implement, monitor and support community and home-based care of PLWAs
Develop and Expand the Provision of Care to Children and Orphans	• Develop and implement programmes to support the health and social needs of children affected by HIV/AIDS • Promote access to child and orphan care facilities, particularly in rural areas • Implement an identified project for the construction of an orphanage for children affected be HIV/AIDS.
Establish Poverty Alleviation Projects to Address the Root Causes of HIV/Aids and TB	• Prepare a Social Development Plan to address social upliftment and development as the foundation for quality of life, population development and social stability • Ensure the socio-economic empowerment of the rural population • Provide adequate water and sanitation to create an environment conducive to an increase in life expectancy • Provide accessible social and economic facilities at RSCs to optimise the utilisation of available funds and efforts and contribute to the upliftment of women, through the implementation of awareness, education and empowerment programmes

In formulating a response to the HIV/AIDS challenge, two broad areas of priority exist, i.e.:

- Prevention, involving knowledge and education, promoting the use of condoms and other barriers to infection and the treatment of STDs.

- Dealing with the impact, including an assessment of whether money can be switched from other areas of government to augment healthcare expenditure and to plan for a healthcare delivery system which meets HIV/AIDS needs in an affordable and cost-effective way. Special attention also needs to be given to the establishment of care programmes and facilities for AIDS orphans.

In the light of the extent of the infection of the population with the HIV/AIDS virus, it is of utmost importance to implement projects focused on the previous goals and strategies to combat further infections and to deal with the effects of the epidemic. Based on local authority competencies, the following projects need to undertaken:

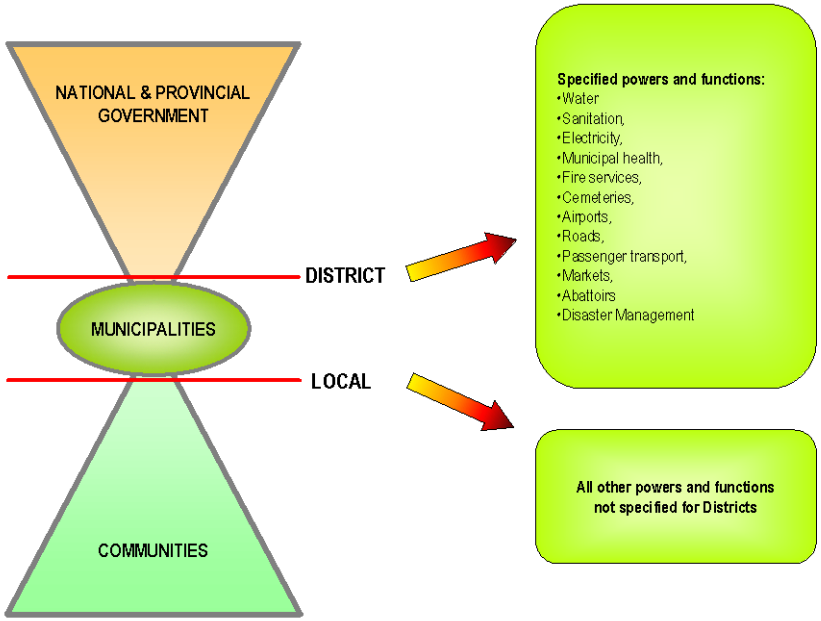
Project	Project Details
Establish a HIV/ AIDS Task Team	• Appoint a delegated HIV/AIDS Co-ordinator to facilitate the establishment of intersectoral task teams at community level to develop guidelines, implement, monitor and support community and home-based care of PLWAs • Establish a co-ordinating task team under the leadership of the HIV/AIDS Co-ordinator with representatives of all agencies involved in HIV/AIDS
HIV/AIDS Initiative Audit	• Guided by the Co-ordinating Task Team, undertake an audit of all current initiatives in the Ulundi area • Target further projects, involvement and support towards specific initiative already underway or filling gaps in the spectrum of required initiatives
HIV/AIDS Education Programme to create an awareness of the disease	• Based on the results of the HIV/AIDS Initiative Audit, select the most appropriate education initiative(s) for the Ulundi area. • Prepare a business plan that allocates financial and human resources for the implementation of this initiative
Home Care Training to assist people caring for those living with HIV/AIDS	• Based on the results of the HIV/AIDS Initiative Audit, select the most appropriate home care training initiative(s) for the Ulundi area • Prepare a business plan that allocates financial and human resources for the implementation of this initiative
Establish HIV/ AIDS-care centres at RSCs	• Introduce a combination of services at RSCs that will ensure the optimum use of resources in order to allow for the development to be mutually beneficial and more affordable • Include services and facilities such as HIV/AIDS counselling, care and support services and facilities, health care and youth development offices
Establish care programmes/facilities for HIV/AIDS orphans	• Such programmes and facilities need to take cognisance of the results of the HIV/AIDS Initiative Audit within the cultural norms and values of the population • The proposed Social Development Master Plan should address this issue • Facilities for HIV/AIDS orphans can be incorporated into the development of the afore-mentioned RSCs

The HIV/AIDS challenge in Ulundi needs to be addressed holistically. There is no single strategy or project that will solve this matter. Combining and co-ordinating the efforts of all governmental and non-governmental organisations incrementally contribute to the appropriate upliftment and education of the local community that will, over time, stabilise the spread of this epidemic and its devastating effects.

The HIV/AIDS Centre at kwaMpungose area was built by ZDM.
Services rendered:
HIV/AIDS Councelling
Provision of HIV/AIDS Treatment
HIV/AIDS Testing
Feeding of orphans

6.12 Synopsis of IDP Alignment

Alignment with neighbouring Municipalities and integration at District level is critical to the success of the Ulundi IDP. The following diagram illustrates the division of powers and functions between local and district municipalities:

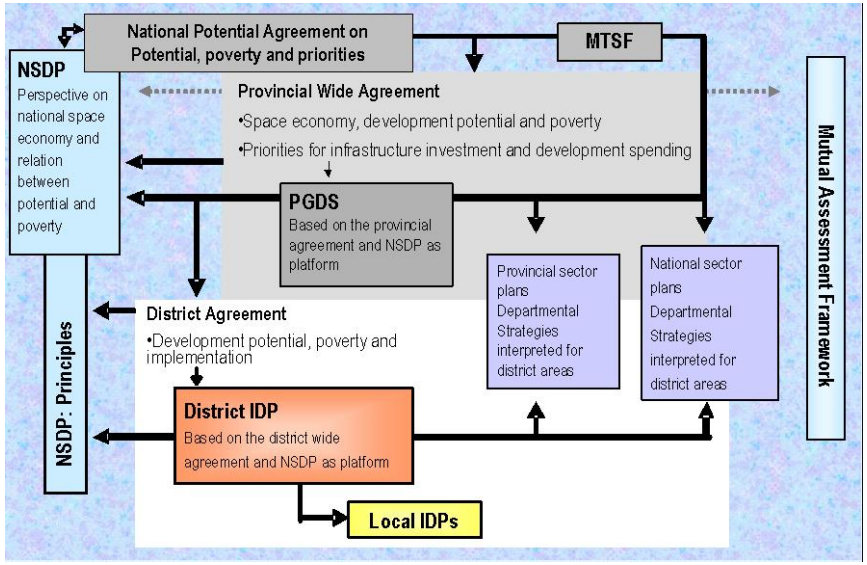


At its January 2003 Lekgotla, Cabinet approved the NSDP as an indicative tool for national development planning and requested The Presidency to initiate further consultations with other spheres of government to realise this objective. During the May 2004 Cabinet Lekgotla, and the subsequent President's State of the Nation Address on 21 May 2004, the President gave the commitment that the key components of the development-planning system in the country, municipal IDPs, PGDSs and the NSDP would be harmonised and aligned by the end of 2005 in order to contribute to:

- Improving the lack of co-operation in the formulation and implementation of legislation or policy.
- The exercise of powers and functions.
- The provision of services.

Within this context the guidelines and principles of the NSDP have to guide all forms of prioritisation, allocation of resources and implementation. The NSDP provides a "common platform" for rational decision-making on infrastructure investment and development spending to fundamentally reshape the space-economy over the longer term by guiding decision-making within the respective sectors, line departments and service providers.

The PGDSs and District/Metropolitan IDPs have been identified as the most strategic instruments to achieve greater alignment and harmonisation with the NSDP. They contain the short to medium term development priorities, but also incorporate long-term strategies aimed at realising their visions and goals and are therefore suited to give expression to the future-orientated rationale, which is at the core of the NSDP. This forms the basis for Districts/Metros and sectors, line departments (local, provincial, national) and service providers to agree and engage in joint planning and infrastructure investment and development spending in accordance with what was agreed through departmental strategic plans and budgets.



6.12.1 NSDP Targets

The following National developmental targets, i.e. the Millennium Development Goals, have been set as an overall guideline for National, provincial and district alignment of development initiatives, programmes and projects. Ulundi Priority IDP Projects (Chapter 4) will be measured in terms of the extent to which these targets are met:

Goals and Targets	Indicators
Goal 1: Eradicate extreme poverty and hunger	
Target 1: Halve, between 1990 and 2015, the proportion of people whose income is less than US$1 a day	• Proportion of the population below US$ 1 a day • Poverty gap ratio (incidence, times, depth of poverty) • Share of poorest quintile in national consumption
Target 2: Halve, between 1990 and 2015, the proportion of people who suffer from hunger	• Prevalence of underweight children (under five years) • Proportion of the population below minimum level of dietary consumption
Goal 2: Achieve universal primary education	
Target 3: Ensure that, by 2015, children everywhere, boys and girls alike, will be able to complete a full course of primary schooling	• Net primary education enrolment rate • Proportion of pupils starting Grade 1 who reach Grade 7 • Literacy rate of 15- to 24-year-olds
Goal 3: Promote gender equality and empower women	
Target 4: Eliminate gender disparity in primary and secondary education preferably by 2005 and in all levels of education no later than 2015	• Ratio of boys to girls in primary, secondary and tertiary education • Ratio of literate females to males among 15- to 24-year olds • Share of women in wage employment in the non-agricultural sector • Proportion of seats held by women in the national parliament
Goal 4: Reduce child mortality	
Target 5: Reduce by two-thirds, between 1990 and 2015, the under-five mortality rate	• Under-five mortality rate • Infant mortality rate • Proportion of one-year-old children immunised against measles
Goal 5: Improve maternal health	
Target 6: Reduce by three-quarters, between 1990 and 2015, the maternal mortality rate	• Maternal mortality ratio • Proportion of births attended by skilled health personnel
Goal 6: Combat HIV and AIDS, malaria and other diseases	
Target 7: Have halted by 2015, and begin to reverse the spread of HIV and AIDS	• HIV prevalence among 15- to 24-year-old pregnant women • Contraceptive prevalence rate • No. children orphaned by HIV/AIDS
Target 8: Have halted by 2015, and begin to reverse the incidence of malaria and other major diseases	• Prevalence and death rates associated with malaria • Proportion of the population in malaria-risk areas using effective malaria prevention and treatment measures • Prevalence and death rates associated with tuberculosis • Proportion of tuberculosis cases detected and cured under directly observed treatment, short-course
Goal 7: Ensure environmental sustainability	
Target 9: Integrate the principles of sustainable development into country policies and programmes and reverse the loss of environmental resources	• Change in land area covered by forest • Land area protected to maintain biological diversity • GDP per unit of energy use • Carbon dioxide emissions (per capita)
Target 10: Halve, by 2015, the proportion of people without sustainable access to safe drinking water	• Proportion of the population with sustainable access to an improved water source
Target11: Have achieved, by 2020, a significant improvement in the lives of at least 100 million slum dwellers	• Proportion of the population with access to improved sanitation • Proportion of the population with access to secure tenure
Goal 8: Develop a global partnership for development	
Target 12: Develop further an open, rule-based, predictable, non-discriminatory trading and financial system (includes commitment to good governance,	• Target and indicators are not presently being measured in South Africa

Goals and Targets	Indicators
development and poverty reduction	
Target 13: Address the special needs of the least developed countries	• Official development assistance (ODA)
Target 14: Address the special needs of landlocked countries and small island developing states	• Target and indicators do not apply to South Africa
Target 15: Deal comprehensively with debt problems of developing countries through national and international measures in order to make debt sustainable in the long run	• Debt service as a percentage of exports of goods and services
Target 16: In cooperation with developing countries, develop and implement strategies for decent and productive work for youth	• Unemployment rate of 15 – 24 year olds, by each sex and in total
Target 17: In cooperation with pharmaceutical companies, provide access to affordable drugs in developing countries	• Measurement of target not available for South Africa (free primary health care for all)
Target 18: In cooperation with the private sector, make available the benefits of new technologies, especially information and communications	• Telephone lines and cellular subscribers • Personal computers in use per 100 of the population

6.12.2 PGDS Targets

The following provincial developmental targets have been set and the Ulundi Priority IDP Projects (Chapter 4) will be measured in terms of the extent to which these targets are met:

Programmes	Targets
Good Governance Programme	• Greater frequency of communication between departmental counterparts • Increase in levels of integration of government planning and initiatives • Increase in no. of international and cross-border relationships and agreements • Reduced crime rate within KZN
	• Performance-based budget in place • Greater accuracy of financial reports
Transformation Programme	• Performance Management Framework in place • Increase in income generated from sport and recreation per annum • Increase in income generated form arts, culture and heritage per annum
Competitive Investment Programme	• Increase in GGP • Real growth in fixed investment, job creation and products • Establishment of large-scale primary industries • Increase in no. of BEE firms • Growth in exports • Increase in market share • Increase in real private sector investment
Local Economic Development Programme	• Increase in SMME contribution to provincial GGP • No. of jobs created through LED initiatives • Increase in no. of SMMEs established • Increase in no. of BEE firms • Enhanced skills development
Sustainable Communities Programme	• Increase in % households with piped water on site • Increase in no. of households with ventilated improved pit latrines • Increase in % households with basic access to roads and public transport • Greater proportion of population with access to social and security services • Reduction in HIV/AIDS prevalence • Improved literacy rate • Reduction in the learner : educator rate

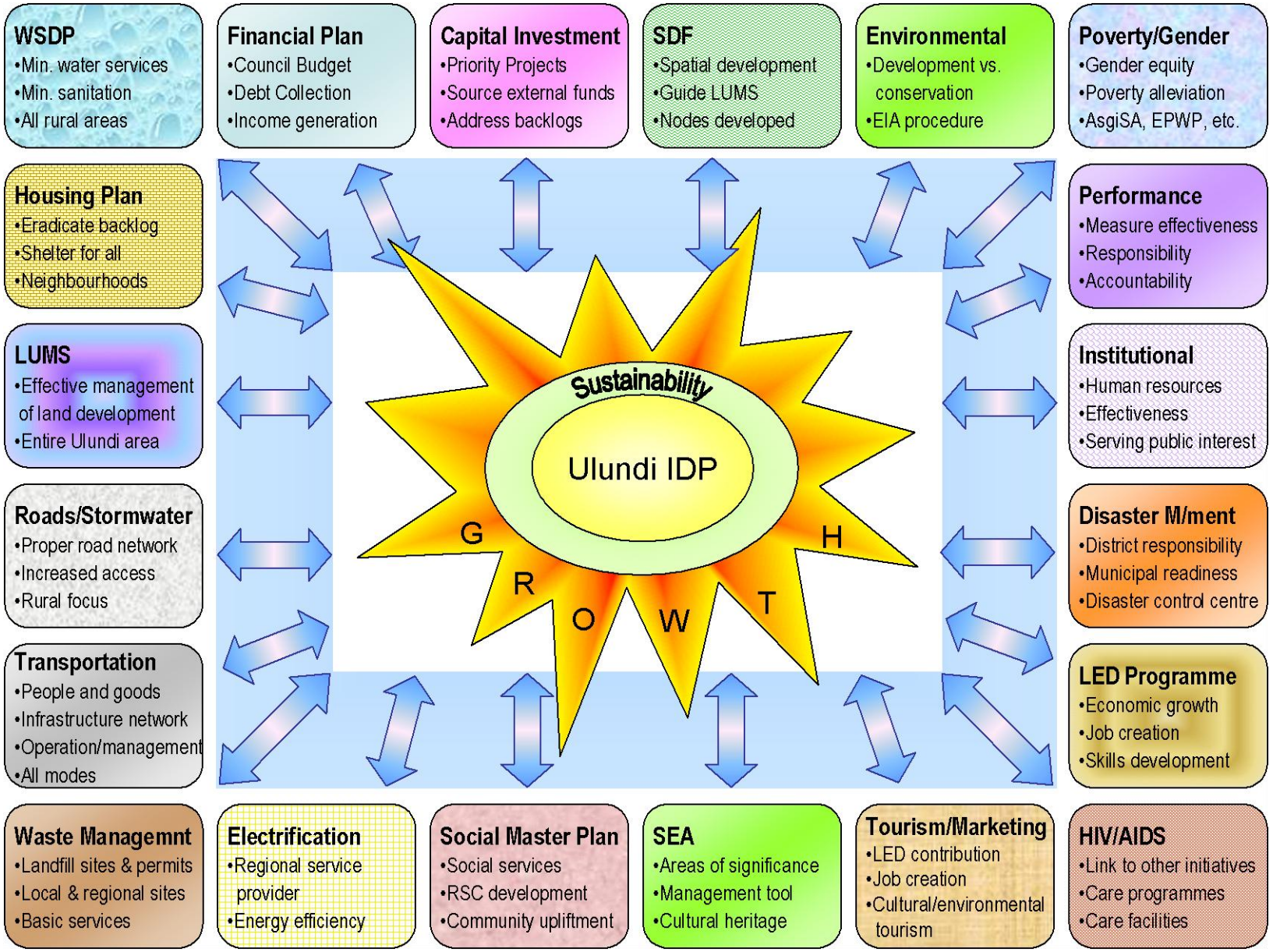
Programmes	Targets
	• Increase in no. individuals with access to educational facilities
Basic Income Opportunities Programme	• Increased % of farmers in cooperatives • Increased no. of jobs created in the agricultural sector • Greater no. and type of poverty alleviation projects • Real income provide to beneficiaries per annum

6.12.3 Formulating a Credible IDP

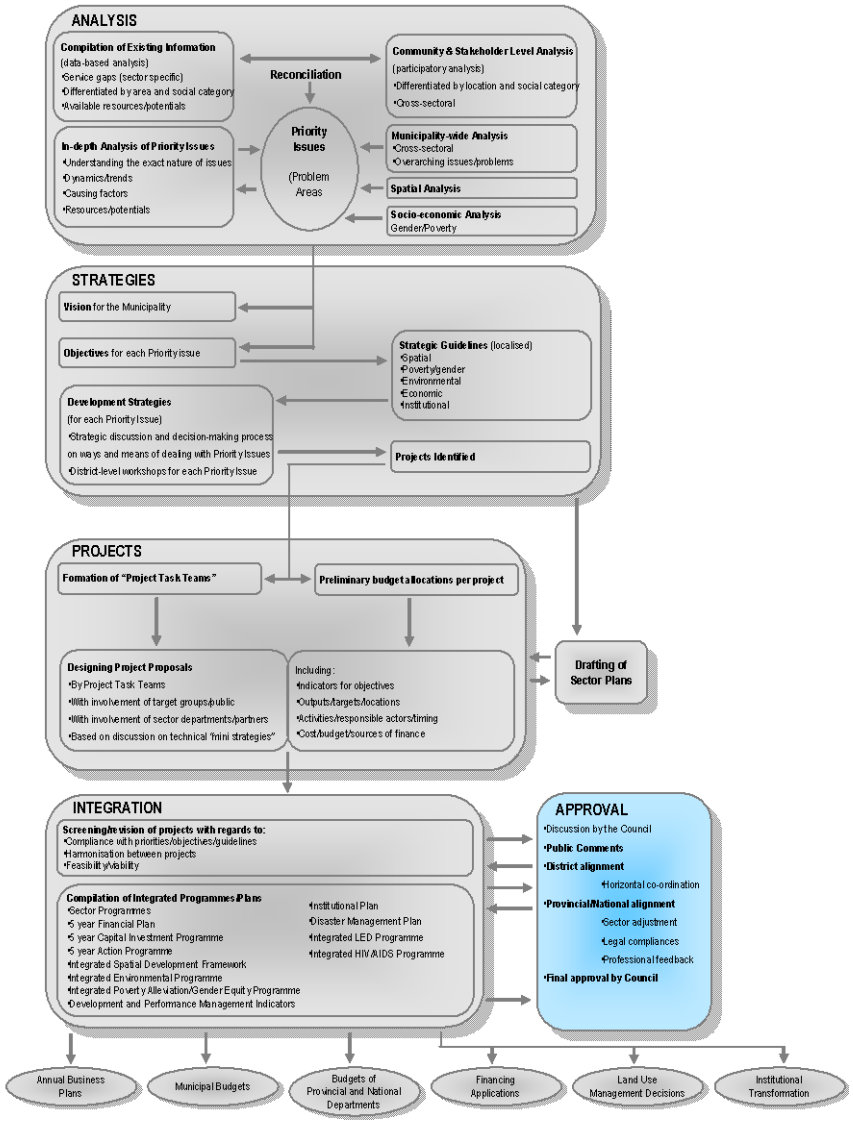
The DLGTA of KZN adopted an Evaluation Framework for Credible IDPs which has been put in place by the National Department: Provincial and Local Government. This Evaluation Framework is intended to serve as a tool to guide the assessment of a credible IDP. Core criteria to demonstrate municipal strategy, vision and compliance with both legislative and policy intent have been crafted to assist the assessors during the analysis process. This Framework is not intended to serve the purpose of a performance measurement tool, but rather a reference tool, or guideline, towards establishing the quality of a credible IDP.

In this 2010/2011 Ulundi IDP Process due cognisance has been taken of this Credible IDP Framework as a guide to formulating and adopting a credible IDP. Throughout, the criteria of what constitutes a credible IDP have been used as a basic point of departure, creating a framework of continuous checks and balances. The following aspects are relevant in this respect:

- Consciousness of the Ulundi Municipality of its constitutional and policy mandate for developmental local government.
- Awareness of the Ulundi Municipality of its role and place in the regional provincial and national context and economy.
- Awareness of the Ulundi Municipality of its own intrinsic characteristics and criteria for success.
- Comprehensive description of the area in terms of the environment and the spatial characteristics.
- A clear strategy, based on local developmental needs.
- Insights into the trade-offs and commitments that are being made regarding economic choices, establishment of SHS, integrated service delivery, etc.
- The key deliverables for the next 5 years.
- Clear measurable budget and implementation plans aligned to the SDBIP.
- A monitoring system.
- Determining the capacity of the Ulundi Municipality.
- Communication, participatory and decision-making mechanisms.
- The degree of intergovernmental action and alignment to government wide priorities.


WSDP
•Min. water services
•Min. sanitation
•All rural areas
Financial Plan
•Council Budget
•Debt Collection
•Income generation
Capital Investment
•Priority Projects
•Source external funds
•Address backlogs
SDF
•Spatial development
•Guide LUMS
•Nodes developed
Environmental
•Development vs. conservation
•EIA procedure
Poverty/Gender
•Gender equity
•Poverty alleviation
•AsgiSA, EPWP, etc.
Housing Plan
•Eradicate backlog
•Shelter for all
•Neighbourhoods
LUMS
•Effective management of land development
•Entire Ulundi area
Roads/Stormwater
•Proper road network
•Increased access
•Rural focus
Transportation
•People and goods
•Infrastructure network
•Operation/management
•All modes
Sustainability
Ulundi IDP
G
R
O
W
T
H
Performance
•Measure effectiveness
•Responsibility
•Accountability
Institutional
•Human resources
•Effectiveness
•Serving public interest
Disaster M/ment
•District responsibility
•Municipal readiness
•Disaster control centre
LED Programme
•Economic growth
•Job creation
•Skills development
Waste Managemnt
•Landfill sites & permits
•Local & regional sites
•Basic services
Electrification
•Regional service provider
•Energy efficiency
Social Master Plan
•Social services
•RSC development
•Community upliftment
SEA
•Areas of significance
•Management tool
•Cultural heritage
Tourism/Marketing
•LED contribution
•Job creation
•Cultural/environmental tourism
HIV/AIDS
•Link to other initiatives
•Care programmes
•Care facilities

7. APPROVAL



The following steps are taken to facilitate the final approval of this 2010/2011 Ulundi IDP:

- **Public Involvement**
  - The IDP road shows were conducted in five nodal areas in November 2009, see **Annexure G**.
  - Meetings with IDP Stakeholders and Sector Departments have been and are still taking place on regular basis, see Annexure G.
  -

- **Critical Steps**
  - On 26 March 2010 a draft IDP will be submitted to Provincial Section Evaluation Panel.
  - Simultaneously, the general public will be informed that the IDP is open for comments and representation through various media.
  - After the comment/representation period has lapsed, the second draft IDP with relevant amendments will be submitted to the Ulundi Council for adoption.
  - To achieve District alignment, the Ulundi IDP Manager attends the IDP Alignment meetings that are scheduled.

For further detail in this regard, please refer to the process outlined in the adopted Process Plan (**Annexure A**).

8. CONCLUSION

This 2010/2011 IDP builds on the foundation of the original IDP and subsequent IDP Reviews. It does, however, re-evaluate current realities and the strategies that the Ulundi Municipality must follow to meet their constitutional obligations to constituent communities. From the outset it was geared towards:

- Ensuring its relevance to the reality of the new development.
- Informing the cyclical inter-governmental planning and budgeting and vice versa.
- Addressing the lessons learnt from implementation.
- Re-directing and reprioritising the Financial Plan and budgets of the institution.
- Improving the quality, accuracy and efficacy of the IDP as an instrument of developmental local government.

In addressing the MECs comments on previous IDP submissions, matters raised were addressed in the following manner:

- A full report on the public participation process and evidence are included in this IDP Report (**Annexure G**).
- The OPMS for Ulundi Municipality has been submitted and approved during the latter part of 2006. This formed the basis for 2007,8,9,10,11 reviews with reference to the Institutional Financial Plan as well as the Capital Investment Framework.
- Organisational development strategies are interwoven into the Gender Equity Programme, OPMS, LED Programme and Institutional Plan that all form part of this 2010/2011 Ulundi IDP.
- Section 2.9.4 of this IDP Report specifically addresses the issues related to the Project Consolidate Programme with subsequent strategies and sector plans and programmes highlighting how the benefits of Project Consolidate can by incorporated in the implementation of this IDP.
- Debt is recognised as a major area of intervention and this IDP specifically quantified outstanding debt, analysed the reasons for it and made concrete recommendations on how this matter could most effectively be addressed to ensure a significant reduction in outstanding debt.
- Throughout the IDP focuses the delivery of basic infrastructure as well as social and community services and facilities on the identified priority development nodes of Ulundi as the Regional Service Centre and Ceza, Nqulwane, Mpungamhlope and Babanango as emerging rural nodes.
- The finalisation of a Comprehensive LUMS formulation is in progress.
- The 2010/2011 IDP includes a clear focus on the spatial component of development projects as included in Chapter 4 of this IDP Report. This is also intended as a tool to facilitate the more effective management and monitoring of IDP project implementation and measurement of performance.
- Section 6.12 of this IDP Report as well as other references throughout the Report link this IDP to National and provincial initiatives and policies such as the NSDP, PGDS, EPWP, AsgiSA, etc.
- Infrastructure and service delivery have been comprehensively addressed and incorporated in all aspects of this 2010/2011 IDP, i.e. financial planning, sector plans, spatial planning. Etc.

The IDP also details the development rationale with supporting objectives and strategies to guide the development of the Ulundi Municipality area. These are ultimately aimed at achieving the vision for the Ulundi area and all its inhabitants, i.e.:

"By 2030 Ulundi shall be the gateway to the core of the Zulu Cultural Heritage."

A large portion of this IDP is dedicated to the financial implications and challenges facing the Municipality in meeting its mandate as caretakers, managers and developers of their judicial area. The demands far outweigh the resources and it is critical that the Municipality:

- Prioritise projects and programmes for implementation in addressing the needs.
- Do proper financial planning which is also based on sound financial and business principles.
- Source appropriate external funds to supplement their own resources.

- Improve and sustain the Municipal income generation.
- Stimulate and grow the economic base of the Ulundi area.

This IDP also re-evaluates and reports on progress made in respect of the Ulundi Land Use Management System, Strategic Environmental Assessment and various Sector Plans that support the IDP.

The necessary actions and projects to achieve the objectives and implement strategies are deliberated with financial implications and requirements set out in detail. The culmination of this entire process is the development of a Spatial Development Framework which is supported by the projects, programmes and a Financial Plan for implementation and guiding the development and future growth of the Ulundi area in the strive to improve the quality of life, providing a higher standard of services to the entire community ensuring that this area become as a prime economic generator for tourist development, farming, mining and timber and a service centre for its rural and urban communities.